

**Modern Dictionary
of**

TOURISM



KARAN RAJ

Karan Raj a keen research worker and teacher did his M.A. from university of Delhi and had worked on the thesis "Socio-Cultural Correlates of the value Orientations and attitudes among the Christian Adolescence." For his work he got great appreciations. His vast research experience has contributed modern concept in compiling this dictionary.

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Preface

This dictionary has been compiled to include terms related directly or indirectly to tourism. The terms have been arranged in an alphabetical order. An attempt has been made to explain the terms in a simple language. This dictionary is an easy-to-use guide to the complexities of the tourism. This dictionary is especially useful for the students of tourism, and hotel industry.

—Editor

A

ABC. The guide to air-line services the world over.

Aboard. On a ship; *the passengers went aboard at 10 p.m.; when the ship docked, customs officers came aboard to inspect the cargo; all aboard!* = everyone come onto the ship, please.

Abonnement. French noun (meaning 'subscription'). Used to apply to a European railpass.

Above the line (a). (companies) Income and expenditure before tax; *exceptional items are noted above the line in company accounts (b)* (advertising) Advertising for which payment is made (such as an ad in a magazine or a stand at a trade fair) and for which a commission is paid to an advertising agency.

Aboyeur. French noun (meaning 'barker') Kitchen clerk, the person in the kitchen who shouts the order from the waiter to the chefs, and pins the waiter's written order on a hook relating to the particular table (called 'aboyeur' because he barks out the orders).

Abroad. In another country; the chairman is abroad on business; we are going abroad on business; we are going abroad on holiday; she works abroad and only comes back here for her holidays; holidays abroad are becoming more expensive because of the falling exchange rate.

Accommodation Providers and Tourism. The green revolution will also impinge on the whole accommodation sector as will demographics. Segmentation will become even more important. Marketing will be the key to success and so there will be large groups, more co-operative marketing undertaken by consortia, more branding. Not least in importance over the next decade will be the emergence of new markets and new destinations. Seasonality is now a marketing opportunity rather than a problem. Seasonality remains a major challenge since 50 per cent of the accommodation capacity in Europe is unused over the year. However there is the possibility of dramatic change.

Hoteliers and other accommodation providers need to be aware of changing consumer demands as well as the opportunities offered by faster and more frequent transport services. The generation coming up, unlike the one before has grown up with many experiences of staying in hotels. They are as a consequence more demanding, more discerning and more sophisticated. At the same time there is the senior citizen with the disposable income and the desire to travel and the business executive-increasingly a woman. The market is highly fragmented : segmentation is the name of the game and each segment's needs must be identified and provided for. Significant changes are taking place and it behoves the accommodation providers to be aware of them.

The British Tourist Authority has published guidelines for the industry interested in developing business from the burgeoning Japanese market *Caring for the Japanese Visitor*. This is symptomatic of the need to target ethnic and cultural, even religious, groups in the marketing, product development and product presentation by the hotels and restaurants sectors in the future. The hotel of the future will be more focused on particular market segments and at the same time will recognise the enormous interest and concern about environmental matters, health and self fulfillment. There will undoubtedly be a tendency for shorter stays,

arising from short break leisure trips, and an increase in the share accounted for by business trips. There has been a trend for the leisure traveller increasingly to holiday in self catering accommodation, holiday villages, or even second homes. Hoteliers may well have to respond to this trend in the same way that the airlines have with a complex tariff structure.

It is already happening in city centre hotels throughout the world with its equivalent of business class--the executive floors. More than 50 per cent of most hotels' occupancy comes from business travellers but this tends to leave weekends with low occupancy levels unless something is done to attract additional business. This could be that same business traveller extending his stay to include a leisure break or more likely a leisure traveller. The needs of the business traveller will continue to be paramount and so health and fitness facilities are here to stay and there will be more and more demand for non-smoking rooms or floors; women only floors with dedicated lift service; or even women only hotels to meet the needs of the increasing number of female business executives. In the USA almost 40 per cent of all business executives are female.

Not all business travellers have an unlimited budget. This is certainly true of the leisure traveller who wishes to stay in hotels. So there will be increasing branding of hotel products to cater for different budget brackets. There will be also be more niche marketing appealing to one particular market segment. This will particularly appeal to the small groups while it is more likely that the larger ones, such as Trusthouse Forte, will brand across the price range. Chains with sufficient stock have developed several brands luxury, core and economy or budget sectors.

There will be more segmentation within the business travel sector too. The size of incentive groups is already getting smaller and it seems probable that organisers of groups of

say 10 or 30 couples will want to take over the whole of a small hotel in order to develop a house party atmosphere with built-in entertainment such as we see currently aimed at the leisure market with music or antique appreciation weekends. The conference and meetings market will continue to expand and their needs will be increasingly sophisticated.

Already a large number of people are vegetarian and their numbers are growing. Top hotels like London's Ritz have had vegetarian dishes on their menus for some time. Any business group, be it incentive or conference, is likely to have at least one, and probably more, vegetarians and if the hotel cannot cope it will lose the business.

Environmental issues will affect the design of hotels; noise pollution, energy conservation, hygiene. Increased segmentation of the market will also affect design: guest safety, especially for elderly and women guests, will be important. Crest Hotels in Britain launched its *Lady Crest* rooms in 1983, which provided irons and ironing boards, skirt hangers and make up mirrors, as well as hairdryers, toiletries and bathrobes.

Asian hotels consistently feature in the world's best league tables and groups like the Hong Kong based Mandarin Oriental and Regent International groups. The Taj, New World Hotels, Park Lane Hotels, and Regal Hotels, are looking to expand into American and Europe and they will set new standards for service and design. The opening up of Eastern Europe has provoked an unprecedented demand for more hotel accommodation of a standard high enough to attract the international traveller. Many hoteliers are alive to this demand. Trusthouse Forte has already agreed to renovate and manage, the Bristol in Warsaw. The hotel industry is on the move.

Accept. Verb to take something which is being offered; 'all major credit cards accepted'; do you accept payment by cheque?

Access. Way of getting to a place; the concert hall has access for wheelchairs; restricted access = access (to a museum, for example) which is limited to small groups of people at certain times of the day only; international access code = number used to start making a telephone call to another country (from the UK, it is 010-; from most other countries it is 00-).

Accident. Something unpleasant which happens by chance (such as the crash of a plane); accident insurance = insurance which will pay if an accident takes place; the airline has a good accident record = the airline has had few accidents, compared with other airlines; to have an accident = to crash or to hit something; he had an accident as he was driving to the hotel; the group missed their flight, because their bus had an accident on the way to the airport; the accident happened on a mountain road.

Accommodate. To provide lodging for (someone); the hostel can accommodate groups of up to fifty hikers.

Acetic acid. Acid which turns wine into vinegar, also used as a preservative in food such as pickles.

Acid. Chemical compound containing hydrogen, which dissolves in water and forms hydrogen, or reacts with an alkali to form a salt and water, and turns litmus paper red; hydrochloric acid is secreted in the stomach and forms part of the gastric juices.

Acknowledge. To tell a sender that a letter or package or shipment has arrived; he has still not acknowledged my letter of the 24th; we acknowledge receipt of your letter of June 14th; we acknowledge receipt of your booking form and deposit.

Action. (a) doing something; action-packed holiday = holiday where you do various activities (b) out of action = out of order, not working; the extractor fan is out of action.

Activity. doing something or being active; activity holiday = planned holiday where you do certain things (such as painting, rock-climbing, etc.).

Acute. (i) (disease) which comes on rapidly and can be dangerous; (ii) (pain) which is sharp and intense; she had an acute attack of shingles; he felt acute chest pains.

Additive. Chemical substance which is added, especially one which is added to food to improve its appearance, smell or taste, or to prevent it going bad; the orange juice contains a number of additives; are frequently found in workers in food processing factories.

Adjoining. Next to something or touching something; there is an adjoining bathroom; adjoining rooms = rooms which are next to each other; they asked to be put in adjoining rooms; compare CONNECTING ROOMS.

Adventure. New, exciting and dangerous experience; adventure travel is becoming very popular; adventure holidays = holidays where you do something exciting or dangerous.

Advertise. To announce that something is for sale or that a job is vacant or that a service is offered; to advertise a vacancy; to advertise for a secretary; to advertise a new product; advertised tour or advertised hotel = tour or hotel which is detailed in a travel company's brochure.

Advertising. Advertising is defined as paid public message. In tourism advertising, it is designed to describe an area or a plan. It can be in newspapers, magazines or on radio, television, hoardings, posters, etc. Advertising is the commonest form of promotion reaching the potential traveller.

May be defined as any activity designed to spread information with a view to promoting the sales of marketable goods and services. As such, it operates in two ways: firstly, by spreading information amongst consumers about the

possibilities of consumption, and secondly, by seeking to influence their judgement in favour of the particular goods which are the subject of the advertisement. Any organisation which uses the promotional instrument has to use certain media space which is paid for. In other words we can also define advertisement as "paid public messages designed, to describe or praise a product". This product in tourism is any destination area which is visited by a tourist. The media space for advertisement can be bought in newspapers, general and specialized magazines, in the form of posters or billboards. In addition to the use of paid media space in the form of newspapers, magazines, etc., use of media time is also made in radio and television in order to transmit a pre-determined message to pre-determined audience.

Advertising plays a crucial role in marketing a tourist product. If the right combination of conditions is present the effect of advertising would be to increase the demand for the particular country's tourist product. Among the factors favourable to the successful use of advertising are the rising trend of demand in the particular product and an opportunity to stimulate selective demand, i.e. preference for the particular product. This is most likely where, there is a possibility of product differentials, and where consumer satisfaction depends largely on hidden qualities that cannot easily be judged at the time of purchase, or where strong emotional buying motive exists as in the case of tourism.

In determining advertising effectiveness the commonly used methods are given below:

- (i) *Inquiries:* Answer back coupons, with some inducement, are incorporated in many advertisements. The amount of response is an indication of the effectiveness of the concerned advertisement.
- (ii) *Recall tests:* Here the respondents are shown the magazine cover or any other media vehicle in which the concerned advertisement has appeared. They are then

asked to tell which advertisements and asked if they have read them.

- (iii) *Recognition tests*: Here the respondents are shown the advertisements and asked if they have read them.
- (iv) *Sales tests*: Here, the actual sales results before and after the concerned advertising are examined. The sales results in the selected 'test markets' are also compared to those in some chosen 'control markets' i.e., the markets where the concerned advertising is not done. This is done to eliminate certain factors, other than advertising, which may also have influenced the sales.

Adventure and Sports Tourism. The trips undertaken by people for playing golf, tennis, skiing, trekking, mountaineering, etc., fall within this category. Adventure tourism is becoming a popular form of tourism to India. The country offers many opportunities for an adventure holiday.

Aerogramme. Air letter, special sheet of thin blue paper which when folded can be sent by air mail without an envelope.

Aeroplane. Machine which flies in the air, carrying passengers or cargo.

Affiliated. connected with or owned by another company; one of our affiliated hotels.

Aflatoxin. very toxic substance formed by a fungus *Aspergillus flavus*, which grows on seeds and nuts and affects stored grain.

Afternoon. part of the day between midday and evening.

Affinity Group. A group which is bound together by a common interest or affinity. Where charters are concerned, this common bond makes the members eligible for charter fights. One must have been a member of the group for six months or longer. They must travel together, on the departure and

return flight, but they can travel independently where ground arrangement and concerned.

Air India. India has two major national Airlines. One is Air India which operates only International services. Domestically, it connects the 6 major metropolitan and cities Bombay, Delhi, Calcutta, Madras and now Trivandrum and Hyderabad to provide international connections.

It is one of the 20 largest IATA international airlines of the world, flying of 45 cities in 35 countries in four continents. It has the most modern fleet of Boeing 747s, Boeing 707s and the newly required Airbuses. Air India is phasing out its old Boeing 707s purchased during the sixties. It is a growing international carrier trying hard to acquire the most modern aircraft.

Presently, Air India is a Government-owned carrier with a Board of Directors nominated by the Government, normally headed by a Chairman-cum-Managing Director.

Over the years, Air India has acquired a reputation as one of the successful airlines of the world, in terms of profits, hospitality and efficiency. It flies over 2 million passengers annually. Attempts are being made to expand its fleet and to strengthen its route network. Other airlines belonging to smaller countries like Singapore and Thailand have, however, done better than Air India in terms of network, fleet renewal and profitability.

Air India has two subsidiary companies: Air India Charters a company which operates charters-and the second, the Hotel Corporation of India which operates Centaur Hotels, two in Bombay and one each in Srinagar and New Delhi.

Air India's Hotel Corporation of India. It has four major hotels-2 in Bombay and one each in Srinagar and Delhi. These are called Centaur Hotels.

There are other smaller chains with four to six hotels each.

There is no doubt that the hotel industry in India is developing fast, thanks to international tourism. India needs at least 100,000 hotel rooms to meet the requirement of about 3.5 million visitors by A.D. 2000, a target set by the Indian Government.

Among the major international hotels chains represented in India are Sheraton, Holiday Inn, Inter-continental, Hyatt, Meridien, Kempinsky, Quality Inns and Ramada Inn. The collaboration with Indian Hotels in most cases is in the sphere of marketing and reservations.

Airlines. Airlines are the second most popular mode of travel both for holiday and business. Today, ships are used more for cargo. Passengers no longer use ships for normal traffic. In recent years, large luxury liners have appeared on the scene to look after the needs of holiday makers who have time and money at their disposal. Millions of rich tourists travel through these cruise ships to warm waters, sometimes cruising to their destinations and returning by air. People on holiday often combine all the modes of travel-taking a luxury liner to a destination, using automobiles for inter-city or inter-continental travel and taking a train or airline to return home. It can be great fun.

Airline Classes. There are three types: F is first and expensive, Y is economy and as inexpensive as is possible while J or C stands for executive/club class.

Airway Bill. Equivalent to the term 'air consignment note', meaning the document entitled "Airway bill consignment note" made out by or on behalf of the shipper which evidences contract between the shipper and carrier(s) for carriage of goods over routes of the carrier(s).

Ale. British-type beer, especially bitter beer, but not larger.

Alimentary canal. tube in the body going from the mouth to the anus and including the throat, stomach, intestine, etc., through which food passes and is digested.

Allergen. substance which produces hypersensitivity; food allergen = substance in food which produces an allergy.

Allergy. sensitivity to certain substances such as pollen or dust, which cause a physical reaction; she has an allergy to household dust; food allergy = reaction caused by sensitivity to certain food (some of the commonest being strawberries, chocolate, milk, eggs, oranges).

All Suite Hotels. The all Suite Hotel is the newest concept, an attempt to provide suites for accommodation to business travellers for the price of a normal room in a first class hotel.

Before 1985, only captains of industry or chief executives could rent a suite in a hotel. Now, junior executives too can check into suites, thanks to this new concept.

Hundreds of all suite hotels have been built to cater to the new market-- leading chains like Sheraton, Hilton, Hyatt and Raddisson have joined the band wagon.

The Hoteliers' sales pitch is that the suite is a good value two rooms in one suite for the price of one room in a hotel. Often, the operators throw in a complimentary breakfast and two hours of cocktails in the afternoon in the price of the room.

All suite hotels are built like residential properties, and minimum services are provided. Public areas are limited. The 24-hour restaurants, if provided in the premises, are operated by private parties. Interestingly, their average yield per room is better than normal hotels.

Amoebiasis. infection caused by amoeba, which can result in amoebic dysentery in the large intestine (intestinal amoebiasis) and can sometimes infect the lungs (pulmonary amoebiasis).

Amtrak. national system of railways in the USA, which operates passenger services between main cities.

Amenities. Features which enable a visitor to enjoy various attractions and which draw him to a country and for the use of which he normally has to pay. These refer to recreational and entertainment programmes, cultural and art centres, hotels, restaurants, transport services, etc.

American Express Company. The American Express Company popularly known as AMEXO is the world's second largest travel agency after Thomas Cook and Son. It was an offshoot of Wells Fargo Company. Besides selling tours, the company deals in travellers cheques. The American Express Company is a major participant in international currency transactions, buying and selling huge amount in foreign currency on each working day. The company has also introduced American Express Credit Cards. These cards are very popular all over the world and the holder can pay his hotel bills, buy an international air ticket and many more thing from places where these are accepted. The company also provides service for life insurance and property insurance.

Thomas Cook and Son the American Express Company, may be said to have had their origins in the same year-1841.

American Plan. Where the guest is paying for bed and board or in other words for accomodation and all meals. A modified American plan is when one is paying for the accomodation with breakfast and dinner (lunch, own arrangements).

American Society of Travel Agents, Inc. (ASTA). The world's largest professional travel trade associatlion, ASTA was established in New York in 1931. The Society was established to foster programmes for the advancement of the travel agency industry, promote ethical practices and provide a public forum for travel agents. It has now over 16,000 members and is the only organisation representing all segments of the travel industry. The membership consists of travel agents, carriers, hotels, etc.

The purpose of ASTA is the promotion and advancement of

the interests of the travel agency industry and the safeguarding of the travelling public against fraud, misrepresentation and other unethical practices.

While ASTa is still primarily the trade association of the travel agency industry, there are more than 16,000 members in the Society covering all segments of the travel industry. ASTA has over 2000 travel agency members outside the USA and Canada. All are engaged in travel agency operations on a year-round basis.

The year's foremost meeting place is the ASTA world Travel Congress. The Congress is the single most important meeting held annually in the travel industry and the programme includes workshops, seminars, business meetings, film presentations and social events. Members from throughout the world travel industry participate, give talks lead discussion groups and conduct session. Recent ASTA meetings have been held in Madrid, New Orleans, Rio de Janeiro, Montreal, Acapulco, Las Vegas, Amsterdam, Sydney and Munich, Germany.

The Society has 28 chapters in the United States of America and Canada and another 28 chapters overseas. Each Chapter has elected officers and appointed committees. There is a National Board of Directors which establishes policies of the Society. Every two years a new President and Chairman of the Board are elected by Active Members.

Antiquities. Art objects which are more than one hundred year which cannot be traded.

Anchovy. small fish with a strong, salty taste, used in dishes such as pizza, salade nicoise, etc.

Animator. person employed to organise entertainments or other activities for guests in a hotel or holiday resort or for passengers on a ship.

Annual Percentage Rate (APR). Rate of interest (such as on a

hire-purchase agreement) shown on an annual compound basis, including fees and charges.

Anteroom. room next to and adjoining a larger room; the disco was held in the anteroom next to the bar.

Anticaking additive. additive added to food to prevent it becoming solid (in the EC, they are given E numbers E 530 - 578).

Antimalarial. (drug) used to treat malaria.

Apartment. set of rooms in a large building, as a separate living unit; apartment block = block of flats; apartment hotel = hotel which is formed of a series of furnished rooms or suites and where all normal hotel services are provided, although each suite will have its own kitchenette.

Aperit. if alcoholic drink taken before a meal.

Approved. Lowest grade in the English Tourist Board grading system.

Apex. Advanced Purchase Excursion Fare. Tickets to be purchased one day to two months in advance-normally on a return basis. It is a discounted ticket.

Areas of Work for the Department of Tourism in India. The activities of the Department of Tourism in India, and for that matter, all National Tourist Organisations anywhere can be summed up as under:

- (a) compilation, collection and dissemination of tourist information in India and abroad; attending to enquiries from international tourists, tour operators and travel industry sectors such as airlines, steamship companies and hotels; production of tourist literature--posters, brochures, information directories, tourist guide maps for wide distribution;
- (b) co-operation with international travel and tourist organisations at Government and non-Government

levels:

- (c) facilitation, such as simplification of frontier formalities in respect of international tourists;
- (d) development of tourist activities of interest to international tourists;
- (e) publicity at home and abroad with the object of creating an overall awareness of the importance of tourism;
- (f) regulation of the activities of various segments of the travel trade, such as hotels, youth hostels, travel agents, wildlife, outfitters, guides, tourist car operators and shopkeepers catering to tourist needs; and
- (g) compilation of statistics and market research on international tourist traffic to India and on its utilisation for effective tourist promotion.

Ashok Group. The Ashok Group, ITDC's accommodation chain, is the largest in the country and offers accommodation in over 3,800 rooms in its 37 hotels, ranging from luxury suites to modestly furnished rooms and from beach resorts to moderately priced travellers/forest lodges. ITDC accommodation is located at 30 tourist destinations in the country.

Ashok Network. The Ashok Network, a centralised reservation service located at New Delhi, with four regional offices covering North, South, East and West India, ensures instant accommodation and transport confirmations for individuals and groups countrywide. An addition to instant bookings/confirmations is Ashok Internet, a hotel-to-hotel reservation system of the Ashok Group.

Ascariasis. disease of the intestine and sometimes the lungs, caused by infestation with *Ascaris lumbricoides*; the disease is widespread in northern South America, parts of Africa and the Philippines.

Ascorbic. acid Vitamin C, found in fresh fruit.

Ashore. on onto the land (from a ship); passengers can go ashore for a couple of hours to visit the town.

Ashtray. container for putting ash and unsmoked part of cigarettes and cigars; the table was covered with dirty plates and the ashtray was full; there was no ashtray, so he asked the waiter for one; in the smoking compartments, ashtrays are provided in the armrests of the seats.

Ashok Travels and Tours. To provide back-up support to its hotels, the Corporation has its in-house travel agency. The Ashok Travel & Tours. From 11 units, located in various parts of the country, the ATT operates a fleet of coaches, tourist cars and air-conditioned limousines.

ASTA. ASTA (American Society of Travel Agents) is a major international travel organisation of travel agents. It permits travel agents from all countries of the world to become its members. Its annual conventions- called World Travel Congress are attended by 7,000 to 8,000 travel agents.

Attention. Giving careful thought; for the attention of the Managing Director; your orders will have our best attention.

Attractive. Interesting, which stimulates the senses or the mind; there are some attractive bargains in weekend breaks; the attractive scenery round the lake makes the hotel very popular with older guests.

Attractions. Mean actual or man-made features which collectively or singly create the appeal of a country.

Automation. Automation or Computer Reservation System (CRS) is another development which has revolutionised airlines marketing. The CRSs of Airlines include information relating to availability of flights on various participating carriers, hotel accommodation all over the world, car rentals and other tourism related facilities. The traveller can now plan his itinerary round-the-world in a matter of minutes.

Such computer terminals are available in the office of travel agencies which can finalise an itinerary without calling a carriers office. Even the tickets are printed by computers and handed over to the customers rightaway.

Audience. number of people who are exposed to a piece of advertising.

Average Daily Rate per Guest. Another useful statistic is the average daily room revenue per guest. This is calculated by dividing the total room revenue for a particular period by the total number of guests accomodated during that time.

Hotels try to maximise their revenuse by trying to increae the customers' length of stay, by advertising and other incentives.

Average Rate per Room. Not all the rooms in a hatel are of the same price. The average rate will increase if more highpriced rooms are sold and/or if more rooms have double or triple occupancies.

Avocado. pear-shaped green fruit of a tree (*Persea americana*) which is native of South and Central America, although it is cultivated in Israel, Spain, the USA and elsewhere.

Away. not here or somewhere else; the managing director is away on business; my secretary is away sick.

Azo dyes. Artificial colouring additives derived from coal tar, added to food to give it colour.

B

Baggage. The personal property of passengers or crew carried on an aircraft by agreement with the operator.

Baggage Accompanied. The baggage which is carried on the same aircraft as that on which the passenger is carried.

Baggage Unaccompanied. The baggage which is not carried on the same aircraft as that on which the passenger is carried.

Baggage Excess. Refers to that part of the baggage which is in excess of the free baggage allowance and for which the passenger has to pay extra freight charges.

Baggage Tag. A document which is issued by the carrier solely for identification of checked baggage, the baggage(strap) tag portion of which is attached by carrier to a particular article of checked baggage and the baggage (claim) tag portion of which is given to the passenger.

Baby. Very young child; baby-listening service = service provided by a hotel, with a small microphone to put over a baby's cot, so that the parents can hear if the baby cries when they are not in the room.

Bacillus. Bacterium shaped like a rod; *Bacillus cereus* = microorganism found in cereals, such as rice (NOTE: plural is bacilli).

Backon salt meat from the pig, which is sliced into thin strips

and cooked before serving; bacon and eggs= fried bacon and fried eggs(served at breakfast).

Bain-marie. Pan holding hot water into which another vessel containing food to be cooked or heated is placed (Note plural is bains-marie).

Baize. Soft felt cloth, usually green.

Baklava. Turkish and Greeks deserts, of thin pastry filled chopped nuts, covered with honey.

Balcony. (a) open floor area outside a room above the ground floor; each room has a balcony overlooking the sea; breakfast is served on the balcony (b) upstairs section of a theatre or cinema, with rows of seats above the stalls (NOTE: plural is balconies).

Ball. Formal dance; ball supper = supper consisting of many light dishes, served as a continuous buffet during a ball.

Balloon. large round object which is inflated; hot-air balloon = large passenger-carrying balloon inflated with hot air.

Ballroom. large room for formal dances.

Bamboo. shoots young shoots from the bamboo plant, used in Chinese and Malaysian cooking.

Banana. long yellow fruit of a large tropical plant (*Musa sapientum*) and its varieties; banana split = dessert made of a banana cut lengthwise, with ice cream, cream and chocolate sauce; usually served in a long dish; see also PLANTAIN.

Bandage. 1 noun piece of cloth which is wrapped around a wound or an injured limb; the waitress put a bandage round his hand 2 verb to wrap a piece of cloth around a wound or an injured limb; she bandaged his leg; his arm is bandaged up.

Bard. verb to put a strip of fat over meat to prevent it from drying

out when cooking (rashers of bacon are often put over the breast of a pheasant when cooking).

Bareboat. charter noun system of chartering a ship where the owner provides only the ship, but not the crew, fuel or insurance.

Barrel. noun large round container for liquids; beer served from the barrel; he bought twenty-five barrels of wine; to sell wine by the barrel large round container for liquids; beer served from the barrel; he bought twenty-five barrels of wine; to sell wine by the barrel.

Barrier. cream cream used to prevent damage to the skin from sun.

Basement. section of a building which is underground; the central heating boiler is in the basement; see also BARVAIN BASEMENT.

Basil. herb (*Ocimum basilicum*) with strongly scented leaves, used especially in Italian cuisine.

Basin. large bowl; pudding basin = bowl used for cooking steamed puddings (such as steak and kidney pudding); see also WASH-BASIN, WASH-HAND BASIN.

Bali, Nusa Dua Tourism Plan. The assignment was carried out for the Bali Tourism Development Corporation, an agency of the Indonesian government, at the instigation, and with the support, of the World Bank in 1977/78. The project was to consider the style, type and cost of hotels to be built at Nusa Dua, Bali's designated tourism development area.

Already \$100 million at midlate 1970s values had been spent on superstructure and infrastructure which was almost complete, without, surprisingly enough, this analysis having been carried out. Over the years there had been consultants dealing with the project as a whole from its inception, with Bali's transportation and various other matters. All the thinking and previous reports, were based on the assumption

of the continuance of the existing visitor patterns (made up largely of expatriates based in Djakarta and other large centres)- particularly an average length of stay of about two and a half days- with the belief that the main potential market lay in Australia and Japan. Widespread market research resulted in the following conclusions:

The existing visitor pattern and particularly the average length of stay which presently existed was irrelevant. Supply was about to increase several fold and yet the thinking was based on the existing relatively small demand patterns.

The largest potential market at that time lay in Western Europe. The potential United States market was significant, but probably smaller. The potential Japanese market was for group overnight stops and, perhaps reflecting the absence of what might be termed a sex industry, was fairly modest. And the potential Australian market was really very modest indeed, reflecting a lack of interest in the culture, and Australia's own excellent beaches; most Australian interviewees in Bali also cited the cost of beer !

Having regard to the derivation the market , many of the visitors would come by long-haul traffic both as a single destination and part of a multi-destination visit. If the latter, as part of the multi-destination visit, Bali would probably provide the turn-round point and therefore benefit from a visit both for combined cultural purposes and also the two or three beach based days which are usually included in these tours

It was calculated that the average length of stay in Bali would become some six days-not two and a half as previously thought.

As a corollary to this it was necessary for the hotels to incorporate leisure facilities such as tennis courts and good swimming pools. An additional pattern of thought had been that as guests did not use too frequently the beaches and

the swimming pools in the existing hotels, it was unlikely that they would do so in future; that these were generally very poor indeed and exceptionally uninviting had not occurred to anybody.

As an additional corollary there were very distinct implications for the airport and the airport and the airport terminal. Because if, say, 65 per cent room occupancy was going to be achieved with X thousand rooms in Bali at an average stay of six days, there would be many less arrivals than if the same occupancy was achieved with an average length of stay of two and a half days. This had not seemed to occur to the Indonesian government, which was basing its airport planning on a previous transport study which seemed to adopt passenger arrival and departure numbers derived from an assumed hotel occupancy and length of stay for the intended new hotel capacity, without an actual market study to confirm or deny the assumptions.

The only basic change in policy which would enable private sector investment in hotels to be profitable was also agreed as a result of the study but in this case related to cash flow analysis rather than market influences. It was necessary for the Indonesian government to agree to waive import duty on capital costs of 30 per cent to make investment a viable proposition. This particular factor in the study was eventually accepted.

The study for Bali was completed in 1978. New hotel construction was somewhat delayed, although it has since taken place. But it was possible to judge that the market assessment was correct because over the next few years, demand first from Western Europe and later from the United States for Thailand, which offered a comparable product (a combination of cultural and beach based tourism) increased substantially. It was only much later that demand from Japan and Australia was to grow in line with distinct changes in the travel patterns of these countries.

Basic Components of Tourism. Tourism does not exist in isolation. It consists of certain components, three of which may be considered as basic. These three basic components of tourism are : *Transport, Locale and Accommodation.*

A tourist in order to get to his destination has to travel and, therefore some mode of transport is necessary for this. This mode of transport may be a motor car, a coach, an aeroplane, a ship or a train which enables a traveller to reach his predetermined destination. The locale may be used to include the holiday destination and what it offers to the tourist. The holiday destination may offer natural attractions like sunshine, scenic beauty or sporting facilities, etc. at these attractions. Accommodation is another basic component which is essential for providing food and also rest. After having reached his destination, a tourist must have some kind of accommodation which provides him food and sleep.

Of the three components, locale with its attractions and amenities is the most important as these are very basic to tourism. Unless these are there, the tourists will not be motivated to go to a particular place. However, since interests and tastes of tourists vary widely, they might choose from a wide range of attractions available at various destinations all over the world. Tourist demands are also very much susceptible to changes in fashion. Fashion is an important factor in the demand for various tourist attractions and amenities. The tourists who visit a particular place for its natural beauty may decide to visit some other attractions due to a change in fashion. Peters has drawn up an inventory of the various attractions which are of significance in tourism. His five categories are given in the Table.

According to Robinson, the attractions of tourism are, to a very large extent, geographical in their character. Location and accessibility (whether a place has a coastal or inland position, and the ease with which a given place can be

reached) are important. Physical space may be thought of as a component for there are those who seek the wilderness and solitude. Scenery or landscape is a compound of landforms, water and the vegetation and has an aesthetic and recreative value. Climatic conditions, especially in relation to the amount of sunshine, temperature and precipitation (snow as well as rain), are of special significance. Animal life may be an important attraction, firstly, in relation to birdwatching or viewing game in their natural habitat and, secondly, for sporting purposes, e.g. fishing and hunting. Man's impact on the natural landscape in the form of his settlements, historical monuments and archaeological remains is also a major attraction. Finally, a variety of cultural features-ways of life, folklore, artistic expressions, etc., provide valuable attractions to many.

Beaujolais. French red wine from Burgundy, a light wine, which can be drunk cool; Beaujolais nouveau = Beaujolais wine which has just been made, sold from November onwards of the year in which the grapes are picked.

Beetle. insect of the order Coleoptera, with hard covers on the wings; black beetle = cockroach, insect of the order Dictyoptera, a common household pest.

Beetroot. GB vegetable with a dark red root, often eaten cooked as salad, or pickled with vinegar.

Better. adjective very good compared with something else; this year's results are better than last year's; we will shop around to see if we can get a better price.

Beverage. Drink; beverage manager = person in charge of sales of drinks in a hotel; beverage sales = turnover from the sale of drinks.

Bed and Breakfast Establishments. Also known in some countries as apartment hotels and *hotel garnis*, they represent a growing form of accommodation units catering for holiday as well as business travellers. These

establishments provide only accommodation and breakfast and not the principal meals. These are usually located in large towns and cities along commercial and holiday routes and also resort areas and are used by en-route travellers. Some of these establishments are very popular with holiday makers.

Bidet. Low wash-basin for washing the genitals.

Billiards. Game involving hitting balls with a long rod on a smooth table covered with green cloth, the object being to hit a white ball so that it sends a ball of another.

Billion. One thousand million (NOTE: in the US it has always meant one thousand million, but in GB it formerly meant one million, million, and it is still sometimes used with this meaning. With figures it is usually written bn: \$ 5bn say 'five billion dollars').

Binder. US letter from an insurance company giving details of an insurance policy and confirming that the policy exists (NOTE: the GB English for this is cover note).

Biscuit. small hard cake, usually sweet; cheese and biscuits = cheese served with dry unsweetened biscuits; water biscuit = thin, hard, unsweetened biscuit made of flour and water, often served with cheese.

Bisque. noun cream soup made with shellfish; lobster bisque.

Bladder. worm noun cysticercus, the larva of a tapeworm found in pork, which is enclosed in a cyst, typical of *Taenia*.

Blade. (a) sharp cutting part of a knife (in kitchen knives, the blade is sharpened by rubbing against a rod of rough metal, called a 'steel') (b) similar sharp metal strip forming an ice skate.

Bland. (food) which is not spicy or not irritating or not acid; bland diet = diet in which contains mainly milk-based foods, boiled vegetables and white meat.

Blanket. Thick covering for a bed; ask the reception for another blanket if you are cold; stewardesses bring round blankets and pillows on overnight flights.

Blizzard. Heavy snowstorm with strong winds.

Bloater. Dried whole salt herring.

Bloody Mary Cocktail of vodka and tomato juice with ice and Worcester sauce, lemon juice, salt and pepper.

Bloom. (a) Powdery substance on the surface of a fruit such as grapes (in fact a form of yeast) (b) fine hairy covering on some fruit, such as peaches.

Blowfly. noun name for a number of species of fly, such as *Lucilia cuprina*, which deposit their eggs in flesh, especially meat.

Bluebottle. two-winged fly, with a shining blue body, whose maggots live in decomposing flesh.

Blue-green. alge noun Cyanophyta, algae found mainly in fresh water.

Boast. The town boasts an 18-hole golf course.

Bolster. long thick pillow which is as wide as a double bed (b) thick round part of a knife, linking the blade to the handle.

Boracic. acid or boric acid (H_2BO_2) noun soluble white powder used as a general disinfectant.

Border. frontier the line between two independent countries; border crossing= place on the border between two countries where people can cross and where there are passport controls and customs posts.

Borshtch. Russian soup, made with beetroot, other vegetable and small pieces of meat or sausage; it is eaten either cold or hot, with sour cream.

Botanical. gardens noun gardens which are set up for scientific

study and display of plants.

Botrytis. fungal disease affecting plants and fruit, especially grapes.

Bouillabaisse. French fish soup, flavoured with olive oil and saffron.

Bouncer. man at the door of a club, whose job it is to prevent non members or other unwanted guests from entering.

Bound. for going towards; a ship bound for India.

Bourbon. US corn whisky.

Boutique. small specialized shop, especially for fashionable clothes; section of a department store selling fashionable clothes; a jeans boutique; a ski boutique.

Bombay and India's West. The west coast seaport of Bombay is India's commercial capital and the second largest city with a population of 8.2 million. In this cosmopolitan centre, Victorian Gothic and Indo-saracenic monuments stand in the shadow of newly built concrete-and-glass high-rises. Sophisticated modern hotels, ancient temples, art galleries and beaches all vie for a visitor's attention. Double-decker, London-style buses rumble alongside horse-drawn victorias.

A half-hour ferry ride across Bomay Harbour takes visitors to see the superbly carved 1,300-years old cave temples on the little island of Elephanta, a favourite picnic spot.

About 135 km along the Bombay-Pune road are the three temple complexes of Karla, Bhaj and Bedsa, which date back to second century B.C. The better known complex of Ajanta, with 30 cave temples constructed between 200 B.C. and A.D. 800, is an hour's flight from Bombay. Through its sculptures and frescoes, whose paints have survived two millennia, Ajanta provides a visual history of the culture of those times. The frescoes depict ample-bosomed, beautiful princesses who are attended by pretty maidens, palaces with

elegant interiors, marketplaces. musicians. horses, elephants, peacocks and even foreign emissaries presenting credentials to the royal court. Fifty kilometers further is the Ellora complex of 34 temples built between A.D. 300 and A.D. 1300. Today, the temples of Ellora and Ajanta rank among the wonders of ancient art.

South of Bombay is the former Portuguese colony of Goa, India's most popular sea resort. Fly to Panaji, the capital, or take a slow boat from Bombay that hugs the beautiful Malabar coast all the way. Old Goa has many churches like the Basilica of Bom Jesus, where the body of Saint Francis Xavier lies preserved in a silver casket.

North of Bombay is the ancient State of Gujarat, whose people excel in business and commerce. Along its palmfringed coast are ancient ports, including the site of Lothal the 4000-year-old seaport of the Harappan civilisation. The principal city of Ahmedabad has some of the best examples in India of the blend of Hindu and Muslim architecture. One of the buildings has shaking minarets at its four corners. Shake one and you shake them all. To this date, architects have not been able to find out how it happens. Ahmedabad is well-known for its ashram (retreat) on the banks of the Sabarmati river, where Mahatma Gandhi spent many years.

Bombay is also a convenient point of entry for tourist attractions in central India. Around third century B.C. Emperor Asoka built a complex of shrines on the site of a Buddhist monastery at Sanchi. Its four exquisite gateways carved with mythological figures are considered unique. West of this centre of Buddhist art, on a plateau at the edge of the Vindhya range, is Mandu. The medieval capital of the Afghan kings, Mandu was once called the City of Joy. Only the ruins of a royal citadel with pleasure palaces, mosques and lakeside pavilions remain.

Bradshaw. One man's claim to fame - this is a railway time table

book.

Branding. Attention will need to be given at an early stage to branding : the brand name and more particularly the brand image-the perceived quality and symbolic features of the product. Branding is essential to distinguish your product from someone else's. In time the brand will become a valuable asset as a combination of physical and symbolic features, rational and emotional elements which, if appealing, will be purchased and continued to be purchased. To survive though the brand must be protected by ensuring consistent quality and value. If the brand does not perform consistently the consumer will reject it. The brand name of a destination sometimes can be changed. While it is impossible to change the name of a country, a coastline can be branded as the Cote dAzur, the Costa del Sol. A resort can be named to be almost a brand name, such as Surfers' Paradise in Queensland which is central to the resort's personality. Branding too needs to be research based even though it is perhaps the most creative of marketing techniques.

For the destination marketer, a successful branding strategy can act as a guarantee of quality for the tourist it can provide leverage over middlemen such as agents and airlines; provides a means of controlling a destination's image; and give direction to operations, agents and other businesses in the preparation of promotional material thus obtaining consistency in the communication to the tourist.

Break-even-point. Like Airlines, hotels too want to know their break-even point. "Break-even" is the point where the hotels make no loss and no profit, in other words, how low the occupancy could drop before the hotel starts losing money.

Brochure. A pamphlet bound in the form of a booklet.

Bramley's. Seeding a common variety of cooking apple.

Brass. (a) Yellow metal made from copper and Zinc (b) musical

instruments made of brass; a brass band(C) (in church)
 memorial plate made of brass.

Brat. Pen cooking pan (for stewing, braising, poaching, etc.),
 which can be tilted to drain off liquid.

Brawn. Chopped meat mixed with jelly from a loaf.

Breast. Meat from the chest part of a bird or animal; breast of
 chicken; do you want a wing or a slice of breast?

Breathe. verb to let the wine breathe= to take the cork out of a
 bottle of red wine some time before it is to be drunk.

Bridge. (a) construction to take a road or railway across a river
 or road or railway line(b) top part of a ship where a
 captain stands (c) type of card game for four people.

Bridlepathor. Bridleway track in the country which can be used
 by walkers or by people on horseback.

Briefcase. Flat case for carrying papers and documents; he put
 all the files into his briefcase.

Brigade. Group of people working together in a kitchen or
 restaurant.

Brinjal. Indian name for aubergine Brinjal pickle.

Brisket. Beef from the Breast of an animal.

Brisling. Small sea fish, like a sardine.

British Rail (BR). National system of railways in Great Britain.

British. Summer time (BST) system of putting the clocks forward
 in summer to provide extra daylight in the evening.

British Tourist Authority (BTA). Government organization
 which is reasonable for promoting tourism in Great Britain as
 a whole (seperate boards promote tourism in England,
 Scotland, Wales and northern Ireland).

Broadcast. 1 noun radio or television programme; outside
 broadcast= radio or television programme recorded in the

open air, not in a studio 2 verb to send out by radio or television; they broadcast an urgent storm warning.

Brochure. Publicity booklet; we sent off for a brochure about holidays in Greece or about ferry services.

Broth. Light soup ; Scotch broth= thick soup with barley, vegetables and lamb.

Brunch. Meal served in the morning between about 9.00 and 2.30, which is a combination of Breakfast and lunch.

Bulletin. Brief, periodically-issued mailing or promotion piece, often devoted to trade news. Painted outdoor display.

Bumped Off. As sinister as it sounds; meaning confirmed ticket=yes, seat no.

Bubble and squeek. Traditional dish of leftover cabbage, potatoes, meat, etc., fried together to make a crisp cake.

Bucket. Round plastic or metal container with an open top and a handle; ice bucket or wine bucket= container of crushed ice and water in which a wine bottle is placed to keep cool.

Buck's fizz. Cold drink of champagne and fresh orange juice, typically served at breakfast.

Buckwheat. Grain crop (*Fagopyrum esculentum*) which is not a member of the grass family; it can be grown on the poorest.

Bunk. bed fixed to a wall in a boat, train or aircraft; bunk beds = two beds, one on top of the other (in hotels, normally used for children).

Bunting. Strings of little flags, used as decoration.

Bureau. de change. French Office where money can be changed into the currency of another country (NOTE: plural is bureaux or **bureaux de change**).

Burger. noun round, flat cake of minced beef, grilled or fried and usually served in a toasted bread roll; the children want

burgers and fries for lunch; burger bar = simple restaurant or stall serving burgers either to eat on the spot or to take away.

Butcher. Person who prepares and sells uncooked meat; butcher's (shop) = shop where uncooked meat is prepared and sold.

Button. (a) small object stitched to clothes for attaching one part of clothing to another; he asked room service if they could sew a button back on for him (b) small round object which you press to make a machine.

Butylated. hydroxytoluene (BHT) noun common antioxidant additive (E321) used in processed foods containing fat, probably carcinogenic.

Business Class. Symbolised by "C" or "J" is offers, separate compartment- seating superior to economy, better food, no charges for liquor-airlines love these passangers for they pay higher fares.

C

Campaign. Refers to a connected, integrated and organised series of advertising and promotional efforts.

Cadmium. Metallic element which is naturally present in soil and rock in association with zinc

Cafeteria. noun (i) self-service restaurant; (ii) self-service restaurant in an office building or factory, used by the staff; cafeteria manager = person in charge of a cafeteria; cafeteria service = style of serving food, where the customer takes a tray and helps himself to cold food from a buffet (hot food is usually served on a plate by a server standing behind the buffet) and pays for it at a till as he leaves the buffet

Cake. Sweet food made from flour, sugar, eggs, milk and other ingredients, baked in an oven; a slice of cherry cake; two pieces of chocolate cake, please; cup cakes = little individual cakes baked in special paper cups; cake knife = thick wide knife used for cutting up cakes

Calamine. (lotion) lotion, based on zinc oxide, which helps relieve skin irritation (such as that caused by sunburn)

Calendar. Book or set of sheets of paper showing the days and months in a year, often illustrated with a series of pictures; calendar month = a whole month as on a calendar, from the 1st to the 30th or 31st; calendar year = whole year from the 1st January to 31st December

Camcorder. Portable cine-camera which records video pictures and sound

Camera. Machine for taking photographs

Campaign. Planned method of working; sales campaign = planned work to achieve higher sales; publicity campaign or advertising campaign = planned period when publicity takes place; they are working on a campaign = planned period when publicity takes place; they are working on a campaign to promote holidays in Scotland

Canape. small cocktail snack

Canneloni. Type of wide tube-shaped pasta, stuffed with a meat or spinach filling

Cantaloupe. or cantaloup noun variety of melon (*Cucumis melo*) with green or yellow rough skin and scented orange-yellow flesh

Canteen. (a) private self-service restaurant in an office block, factory, etc. (b) box containing knives, forks and spoons (c) portable flask for water

Capacity. Amount which a container can hold; seating capacity = the number of seats (in a bus, cinema, etc.); a capacity crowd = a crowd of people which fills all the seats in a stadium

Caper. Flowerbud of a Mediterranean bush *Capparis spinosa*, which is pickled and used in sauces (tartare sauce) or as a garnish for fish and meat

Capon. Castrated edible cockerel (it grows and increases in weight more rapidly than a bird which has not been castrated)

Cappuccino. Frothy Italian coffee, with milk and a sprinkling of powdered chocolate

Capsicum. Group of plants (also called 'peppers') grown for their

pod-lie fruit, some of which are extremely pungent, such as the chilli pepper. Others, including the red and green or sweet peppers are less pungent and are used as vegetables

Captain. (a) person in charge of a ship or aircraft; the captain's table = table in the dining room of a cruise liner, where the captain sits, with the most important passengers (b) US a chief waiter who is in charge of a station, and takes the orders from customers (in GB, this is the 'station head waiter')

Car. (a) small motor vehicle for carrying people; car ferry = boat which carries vehicles and passengers from one place to another across water (b) US wagon on a railway; observation car = special wagon with a glass roof, so that passengers can see mountain scenery

Carambola. Yellow fruit of a tropical tree (*Averrhoa carambola*) found in Indonesia; the fruit are used in preserves and drinks

Caraway. Seeds of a herb (*Carum carvi*) used as a flavouring in bread and cakes, etc.

Carbohydrate. Organic compound which derives from sugar and which is the main ingredient of many types of food

Carburettor. Device in a car for chnging liquid petrol into vapour

Career. Job which you are trained for, and which you expect to do all your life; he made his career in the hotel trade; she's hoping to start her career in tourism; career prospects = possibility of getting promoted in your work; career woman or girl = woman who is working in business and does not plan to stop working to look after the house or children

Cargo. Goods carried (especially on a ship); cargo boat or cargo ship = ship which carries only goods (some also have accommodation for a few passengers)

Carnet International document which allows dutiable goods to cross several European countries by road without paying

duty until the goods reach their final destination

Carnival. Festival often with dancing and eating in the open air

Casino. Building where people can gamble

Cassata. Italian ice cream with dried fruit in it

Casserole 1 noun (a) ovenproof covered dish (b) food cooked in a covered dish in the oven; chicken casserole; casserole; casserole of lamb 2 verb to cook in a casserole; casseroled
here

Castle. Large fortified building; the tour includes visits to Windsor Castle and Hampton Court Palace

Category. Classification of things; customers will stay in the Hotel Select or in another of the same category

Cathedral. Large church which is the seat of a bishop

Catsup. US tomato sauce, with special seasoning

Cauliflower. Cabbage-like vegetable with a large white flower head which is eaten; cauliflower cheese - dish made of boiled cauliflower, covered with a cheese sauce and baked in the oven

Cave. Large underground hole in rock or earth; cave paintings = paintings on walls of caves done by men who lived there millions of years ago

Caveat. Emptor Latin phrase (meaning 'let the buyer beware') meaning that the buyer is himself responsible for checking that what he buys is in good order

Cavern. Very large cave

Caviar(e). The eggs of a sturgeon, an expensive delicacy

Cayenne. (pepper). Very hot-tasting red powder made from ground seeds and pods of the Capsicum

Camping Site. Refers to a place providing simple and inexpensive shelter to travellers. The site provides wayside

amenities for tourists travelling by long distance coach tours and self driven cars.

Camp Grounds. Camping is a popular form of overnight accomodation in Europe and North America, for a certain segment of the population.

In North America, it is estimated that there are more than 20,000 camp grounds. Some of these are owned by hotel chains, i.e., Holiday Inn, Ramada Camp Inns, etc.

Closely allied to the camping business are the recreation vehicles (RVs), the fastest growing tourism business in North America. RVs have adjustable sleeping berths.

Camp grounds and RV stopping spots are frequently earmarked in National Parks and forests.

Car. Renting a self-driven car on arrival at a destination is a common practice worldwide. Several car rental companies have been established to provide this service worldwide. Some of the well-known multinational companies are Hertz, Avis, Budget and National. In India too these multinational car rental companies have now appeared on the scene.

Caravan and Camping Sites. Caravan and camping sites constitute a significant accomodation category in many holiday areas. These are very popular in some European countries as also in the United States of America. These are also known as open-air hostels, tourist camps or camping grounds. Camping, originally practised by hikers on foot is increasingly giving way to car camping. The sites are usually located within the large cities in open spaces. Equipped to receive mobile accommodation in the form of caravans, the camping sites provide facilities for parking, tent-pitching, water, electricity, toilet etc. Though the services provided generally include restaurants, recreational rooms, toilets and at certain places a grocer's shop, the type of services often vary fro place to place. Some countries have enacted legislation establishing the minimum facilities that must be

provided which include health and sanitation standards and prices to be charged for parking and use of various services and facilities.

Cargo. Equivalent to the term "goods", meaning anything carried or to be carried in an aircraft, other than mail or baggage, provided that unaccompanied baggage moving under an airway bill is also Cargo.

Cargo Transfer. Cargo which is arriving at a point by one flight and continuing its journey by another flight of the same or a connecting carrier.

Cargo Transit. Cargo which is arriving at a point and departing therefrom by the same through flight.

Carrier. A public transportation company such as air or steamship line, railboard, bus, etc.

Carriage. Equivalent to the term transportation, meaning carriage of passengers and/or baggage by air.

Carriage Domestic. Carriage in which, according to the contract of carriage, the place of departure, the place of destination or stopover and the entire transportation are within one nation or its territories.

Carriage International. Carriage in which, according to the contract of carriage, the place of departure and any place of landing are situated in more than one nation. As used in this definition, the term national includes all territory subject to the sovereignty mandate, authority, or trusteeship thereof.

Categories of Tourist Statistics. There are four basic categories of measurement.

1. Traffic movement (volume) and visitor expenditure (representing economic value).
2. Information on the stock (capacity) and development of services and facilities for travellers.

3. Market research and intelligence, analysing demand and demand trends.
4. Check and tests of effectiveness in operations. This would cover occupancy rates, load factors but also sales and marketing activity.

Celeriac. Vegetable with a thick root tasting like celery, often eaten grated as a salad or used to make a puree

Chafing DISH. Dish which keeps food hot at the table; chafing lamp = small lamp (burning alcohol) which is lit under a chafing dish

Chain. Group of hotels, restaurants, etc. belonging to the same company; a chain of hotels or a hotel chain; the chairman of a large restaurant chain; he runs a chain of pasta restaurants

Chairlift. arrangement of simple seats attached to a moving cable, to allow skiers to be carried to the top of a mountain

Chambermaid. girl or woman who cleans hotel rooms and changes the linen

Chambre. At room temperature

Chance. Sales sales of food and drink to non-residents

Chapati. Flat unleavened Indian bread made from cereal flour and water

Charcoal. Black fuel formed from wood which has been burnt slowly, used as fuel for barbecues and grills

Chauffeur. Person who drives a car for someone; chauffeur-driven car = large car which is driven by a chauffeur

Cherry. Prunus, a tree with many small-stoned small summer fruit, usually dark red, but also light red or almost white, growing on a long stalks; cherry pie = pie filled with cherries; cherry tomato = variety of very small tomato

Chervil. noun herb *Anthriscus cerefolium*, used to flavour soups

Chianti. dry red wine from Tuscany, Italy

Chicken. noun common farm bird which is eaten as food; we had roast chicken for lunch; chicken soup; chicken salad; chicken sandwich; chicken Kiev = boned piece of chicken, filled with garlic and butter, which is covered in breadcrumbs and deep-fried

Chilli. or US chili noun fruit of the *Capsicum* a very hot-tasting pod with seeds in it; available fresh as green or red chillis, dried or preserved in cans or bottles. The dried pods are ground to make Cayenne pepper; chilli con carne = Mexican dish of beans, minced beef and chilli sauce; chilli sauce = tomato sauce flavoured with chili

Chinese restaurant syndrome. noun allergic condition which gives people violent headaches after eating food flavoured with monosodium glutamate, often used in Chinese cooking to enhance flavour

Chitterlings. Small intestines of pigs, used for food

Chives. Onion-like herb (*Allium schoenoprasum*) of which the leaves are used as a garnish or in soups and salads; cream cheese and chives = common use of chives, chopped and mixed with cream cheese to form a spread

Chloropyyta. genus of green algae, the largest class of algae

Chloroquine. noun anti-malarial drug (taken in conjunction with Proguanil, especially in those areas where the malaria parasites are resistant to Chloroquine)

Cholera. noun serious bacterial disease spread through food or water which has been infected by *Vibrio cholerae*; a cholera epidemic broke out after the flood

Christian. name noun first name or given name (as opposed to a surname or family name)

Chain Operations. Major international hotel chains have a flexible approach in hotel management. They are willing to experiment with new ideas. The chains have transformed hotel-keeping into a fine art. Because of their size, they can buy equipment and furniture in bulk, conduct research in matters like guest-room designs, layout; organise large-scale staff training programmes and undertake international advertising and marketing. All these benefits are passed on to the member units of the chain.

Charter. Means the bulk purchase of any carrier's equipment (or part thereof) for passenger or freight. Legally, charter transportation is arranged for time, voyage or mileage.

Charter Flight. A flight which is booked exclusively for the use of a specific group of people who generally belong to the same organisation or who are being "treated" to the flight by a single host. Charter flights are usually much cheaper than regularly scheduled line services but are not open for sale to the general public. These may be carried out by the regularly scheduled or supplemental carriers.

Check-In. In hotels, when you register; Airlines, when you report.

CIP. In the travel industry there are no VIPs, only Commercially Important Peoples—CIPs.

Christmas. pudding = rich fruit pudding, cooked by steaming, served with brandy butter sauce

Chunnel. the Channel Tunnel, a tunnel for trains under the English Channel, linking England and France

Civil Aviation Department. The Civil Aviation Department, a part of the Ministry of Tourism and Civil Aviation, regulates aviation in India and carries out dialogues with foreign Governments for reciprocal rights. The head of this department is called Director General of Civil Aviation. The department issues and renews licences to pilots. It is also entrusted with the safety of aviation in India.

Air India, Indian Airlines, Vayudoot and Pawan Hans work under the discipline of the Ministry of Civil Aviation, though notionally these are autonomous public sector organisations. Interference by the minister and the bureaucrats is not uncommon as under the present set-up, the minister is supposed to be responsible to the Parliament for the efficient management of these organisations. However, Government has decided to amend the Indian Air Corporation Act, 1953 to prepare the ground for the gradual privatisation of both Air India and Indian Airlines.

Civil Aviation in India. India was one of the first country to take to aviation. The earliest recorded flight in India was on February 18, 1911 when Henri Piquet flew a Howber biplane to carry mail from the Allahabad Exhibition ground to Naini Junction, a distance of 8 miles in 13 minutes. India's strategic location helped the country in becoming an important stopover for air services. The British, the Dutch and French, all needed to stop in India on their way to their colonies, the British to Singapore, the Dutch to Indonesia and the French to Indo-China, now called Vietnam. India provided a convenient refuelling stopover.

The first scheduled airlines service in India was started by the Aviation Department of Tatas on October 15, 1932, later known as Tata Airlines. It was a service connecting Karachi, Ahmedabad, Bombay, Bellary and Madras. The World War in 1945 virtually put an end to these services. After the War in 1945, there was an airline boom and as many as 21 airlines started operation in India with American surplus Dakotas bought as scrap. In July 1946, Tata Airlines was renamed Air India. The Airline started its nonstop services from Bombay to Delhi, Calcutta and Madras with newly acquired Viking aircraft. In 1948, Tatas floated Air India International, to start their international operations.

In 1952, the Government of India decided to nationalise air services. All existing airlines were merged to build two

national carriers--Air India for international routes and Indian Airlines for domestic air services. The two nationalised airlines started operation in 1953.

Clear. To remove dirty plates, cutlery and glasses from (a table)

Clerk. noun person who works in an office; booking clerk = person who sells tickets in a booking office

Client. Person with whom business is done or person who pays for a service

Climate. General state of the weather in a particular place; the South Coast has a very mild climate; the climate in Central Europe is hot in the summer and cold and dry in the winter

Climb. 1 Act of going up; it's a stiff climb to the top of the hill 2 verb (a) to go up; the road climbs up to 1,000 m above sea level (b) to climb mountains; they went climbing in the Alps; we had a climbing holiday last Easter

Clotted. Cream thick solid cream made from milk which has been heated to boiling point (produced especially in the south-west of England)

Climate Change and its--impact on Tourism. Ultimately tourism is dependent on environmental factors and these resources are in turn dependent on climatic conditions. A significant change in world climate would impact on travel patterns and should certainly feature in the planning of tourism product development. Mediterranean beaches and Alpine ski resorts are sensitive to climatic conditions and dependent on the right conditions for success. We read much about the greenhouse effect, on melting polar icecaps and global warming and we have seen some evidence in recent years of changing patterns of weather. Britain enjoyed two successive hot summers in 1989 and 1990 and this has impacted on holidays at home though there are arguably other reasons for Britons holidaying in British as opposed to Mediterranean or Adriatic resorts. Certainly there is a

correlation between poor summers in Northern Europe and residents of Northern Europe holidaying at a sun resort the following year. A poor summer at home persuades more residents to holiday in the Mediterranean the following year. At present one-third of all tourist arrivals throughout the world are in the Mediterranean region. This success had its beginnings more than a century ago. Easier and cheaper travel, massive investment in infrastructure and accommodation, marketing initiatives, growing affluence in source markets and fashion, all accelerated the growth. By the end of the century the attractions of the Mediterranean resorts may well have reduced if there is a continuation of hot summers in Northern Europe.

Conversely some of the ski resorts of Canada and California, the Alps and the Pyrenees may well find that within a couple of decades they enjoy a less viable winter sports season. The 1988/89 winter was disastrous for Scotland's winter sports. Rising water levels are already threatening Venice and could well affect waterfront developments such as marinas and beaches, and some areas and low lying islands may disappear altogether.

Climatic changes would affect seasonality. Northern Italian resorts could find that their high season was in the winter months while Southern England's resorts enjoyed a long summer season. Increasingly though we are seeing climate controlled resorts such as Centre Parc in Sherwood Forest or Sandcastle in Blackpool. We are also seeing significant progress in snow making machines designed to provide designer snow in snowless winter sports resorts.

There are several schools of thought about the greenhouse effect and global warming, how quickly it will accelerate and how effectively it can be retarded. How will trends develop and interact? It is doubtful if forecasting, or attempting to forecast climatic change would be very productive at this stage. One thing is certain though, tourism is climate

sensitive and significant changes in the world's weather would significantly impact on tourism demand. It is equally doubtful if climate can be artificially controlled on a massive scale. K. Smith of Stirling University says:

Tourism and recreation will react sharply to all the economic, social and technological changes which are likely to take place in the future. Many of these may override the consequences of climatic change. Therefore, the best way forward is probably through a strategy which links a better understanding of the present weather and climate sensitivity of tourism with the improved predictions which will come over the next few years from the numerical models.

Climatic changes however tend to be very long term influences, and it is by no means certain that contemporary fluctuations, surprising as they may be, will have permanent effects in the next two decades or so. Change is more likely to come from fashion or marketing activity. In the past hundred years winter resorts have become summer resorts (the Mediterranean and North Africa). Nowhere is too hot. In Northern Europe most people no longer bathe in the sea. Seafront hotels must have swimming pools. In Britain the spas as medical centres have died. City hotels (London for example) are full at weekends. The main resorts hotels' low season is August. Such major changes in traffic are a few examples of the power of changing trends, lifestyles and marketing action. The power to cause such change and the speed with which it can be done have never been greater.

Club Mediterranee. Club Mediterranee can be considered to be pioneers in the development of concept of 'tourist villages'. The organisation has been consciously built around a philosophy which stresses that people who live and work in cities need holidays in totally different surroundings. The atmosphere of the hundred-odd holiday villages which they operate round the world is kept as informal as possible.

When Club Mediterrance started its first 'Vacation Village' on the Spanish island of Majorca in 1950, its initial 2,500 vacationers slept in army-surplus tents, helped cook meals and washed dishes.

Accommodation in the basic villages consists of furnished units with all the facilities. The easy mixing of guests is encouraged by the banning of advance booking of tables in camp restaurants so one rarely finds oneself sitting with the same group twice. Each village has a wide range of entertainment and sporting facilities like music, water-Skiing, tennis and yoga classes.

The activities in the 'villages' are increasingly being diversified in recent times. There is emphasis on guided tours of countries where resorts are located, along with lectures on local customs, history and language. Business-conference and convention sales also are being stressed. Nearly all the activities and services plus lodging and virtually unlimited food and wine are covered by a flat fee.

Despite its informal atmosphere and also image, the club now ranks as the 10th largest hotel chain in the world. It has come a long way from 1950 when it started with 2,500 members and a tent village in Majorca.

Coach. (a) (i) large comfortable bus, operated for long-distance travellers on a regular route; (ii) large comfortable bus, used by a group of tourists to travel long distances, not on a regular scheduled route, and often abroad; they took a coach tour of southern Spain; the coach driver fell asleep while driving; coach travel is considerably cheaper than trains; **tourist coach** = coach carrying tourists, visiting various places of interest; **coach party** = group of tourists, travelling by coach; **coach station** = central terminus from which coaches leave, and where coach journeys terminate (it has ticket office, waiting rooms, refreshments, telephones, etc.); **coach tour** = tour of various places, in a coach (b) wagon on a train; passengers for Donniford should board the last

two coaches of the train (c) person who trains someone in a sport; the hotel has a professional tennis coach available for lessons

Cob. Round loaf of bread

Cockle. Small edible shellfish with a double shell

Cocktail. noun (a) mixture of alcoholic drinks, containing at least one spirit, usually served before a meal; cocktail bar = bar where cocktails are served; cocktail lounge = smart lounge bar in a hotel; cocktail snacks = small items of food (olives, peanuts, etc.) served with drinks before a meal; cocktail stick = little piece of wood used to stick in food (such as small sausages) to make it easier to serve (b) mixture of food; fruit cocktail = mixture of fruit; prawn cocktail = starter consisting of shelled prawns in maonnaise and tomato dressing, served in a glass

Cocoa. (a) Powder made from chocolate beans (b) drink made from this powder; he had a mug of cocoa

Coleslaw. Salad of shredded white cabbage mixed with mayonnaise

Coley. Type of sea fish

Commute. To travel to work in town every day

Compactor. machine which crushes waste into small packs which are relatively easy to dispose of

companion person travelling with a passenger

Comptroller. person who controls the finances in a hotel

Conductor. Person who takes money and gives out tickets on a bus or tram

Cone. Round tube of biscuit, tapering to a point (used for serving ice cream)

Confectionery. (a) Shop selling sweets and chocolates (b)

sweets and chocolates

Configure. To plan the layout of seats in an aircraft

Congestion. Blocking (of streets); traffic congestion or congestion on the motorways; flights have been delayed because of congestion at London Airport

Congress. Meeting of a group of people

Consortium. Group of companies (such as independent hotels) which work together (NOTE: plural is consortia)

Contraband. Contraband (goods) = goods brought into a country illegally, without paying customs duty

Convention. (a) General meeting of an association or political party; convention centre = series of meeting rooms, with bedrooms, restaurants, etc., built specially for holding large meetings (b) formal agreement between several countries.

Copilot. second pilot in an aircraft, who helps the captain.

Corridor. Long, narrow passage; the toilets are the second door on the left at the end of the corridor.

Corynebacterium Genus of bacteria which includes the bacterium which causes diphtheria.

Courette. sleeping berth on a train, usually separated from others by a curtain or light partition.

Coupe. (a) Wide flat glass on a stem, used for serving ice cream and other sweets (b) ice cream or sorbet, served (sometimes with cream and sauces) in a wide flat dish with a stem.

Courier. (a) Person or company taking messages, packages, etc. from one place to another by car, motorcycle, or aircraft (b) person who goes with a party of tourists to guide them on a package tour

Course. (a) One part of a meal; a five-course meal (b) series of

lessons; she attended a course for junior hotel managers: the hotel offers *weekend courses* in watercolour painting (c) golf course = area of land specially designed for playing golf

Court. Area where a game of tennis or squash, etc., is played: the tennis courts are behind the hotel

Courtyard. Square yard surrounded by buildings; the hotel is built round a courtyard, with fountains and palm trees,

Couscous. North African dish of meat and vegetables stewed in a spicy sauce, served with steamed semolina

Commercial Hotels. These hotels are generally run by the owners and their success depends on their efficient running and the comforts and facilities they provide. In some of the large industrial towns, fully licenced commercial hotels exist complete with restaurants, grill room, functional accommodation and a garage for those travelling by automobile. The commercial hotels direct their appeal primarily to the individual traveller as compared to international or resort hotel where the focus is on the group travel. Most of the commercial hotels receive the guests who are an business although some have permanent guests. As the hotel caters primarily to people who are visiting a place for commerce or business, these are located in important commercial and industrial centres of large towns and cities.

Competition for Tourist Dollar. Tourism has become so important and competitive that many countries-some 150 of them have set up their national tourist organisations to attract foreign tourists to their country and to encourage their town own people to travel within their own country. Every country wants to earn more tourist dollars than its neighbour because this money helps them to improve the economic conditions of their own people. In India, this organisation is called the Department of Tourism under the Ministry of Tourism and Civil Aviation. The indian Government welcomes foreign tourists, both for friendship and for the income and jobs they

generate. India's first Prime Minister Jawaharlal Nehru who was very keen on promoting tourism, once gave a message to the people of India—"Welcome a Tourist and send back a friend." The late Indira Gandhi and Rajiv Gandhi too were great supporters of tourism. So if you happen to meet a foreign visitor, be nice, kind and polite to him for he is our guest in our country. If he goes back happy, he will motivate and encourage many of his friends to visit our country. More tourism is generated by the friendliness of the local people than by all the advertisements. This is called publicity by word of mouth, which is very effective. No one wants to visit a country where the people are rude and cold.

Complimentaries. Hotels and air-lines often offer complimentary rooms and airlines free tickets to important business contracts.

Computerised Reservation System. Computerised Reservation System (CRS) means a computerised system containing information about airline schedules, flight availability, fares and related services, i.e., advance seat selection, boarding passes, frequent flier's preferences inventory, field management, departure control, prorated calculations, market analysis etc.

The system helps the airlines and travel agents to make airlines reservations and issue tickets to passengers. Computer terminal facilities are also made available by the owning airlines to subscribers, like travel agents, airlines and business houses.

Condominium Hotels. Condominium Hotels are a recent innovation. They are hotels with apartments (condominiums) instead of basic rooms. The condominiums are sold by the hotel developer to individual owners. Individual owners then contract back to the developer or a third party management company to operate the hotel and rent the space to visiting tourists. The individual owners may retain the right to visit the hotel and stay in their own unit during specified and

restricted periods of the year, often at a reduced room rate. The developer or the management company receives fees for managing and renting out the units. Any resulting profits or loss are shared among individual owners.

This type of hotel is preferred by families because of the large size of the apartments and the freedom to cook. They are operated like residential buildings.

Conducted Tour. Refers to a pre-paid, pre-arranged vacation in which a group of people travel together under the guidance of a tour leader who stays with them from the start to the end of the trip. Also referred to as an "escorted tour."

Conference and Convention Tourism. In recent years, two new, but very important categories of tourism have emerged-Convention Tourism and Conference Tourism. A large number of people are now travelling within their own country, or abroad to attend conventions or conferences, attending meeting relating to their business. The purpose is to gain knowledge through other people's experiences. This is a fast-growing area of travel. In many countries like the USA and Japan, expenditure incurred by company executives on attending business-related conferences overseas is tax deductible. If a doctor from the USA or Japan comes to India to attend a medical conference, his expenditure on his Indian trip will be tax-deductible. The Government of India does not extend similar concessions to its professionals as yet.

Conferences, Conventions and Congresses. A convention is less important than a congress and a conferences is smaller than a convention. In a congress, quality counts, in a convention, quantity is bring.

Confirmation. A slip of paper that tells you that a room has been reserved for you and is in readiness.

Consolidators. The business organisations which buy airlines and cruise tickets in bulk at special rates from the principals

and offer these at discounted prices to travel agents. The other is *Consortium* or *Co-ops*.

Consortium. A Consortium is composed of affiliated travel agencies whose purpose is to enhance the volume sales' profits of independently-owned travel agencies. This is done by means of group advertising production of promotional material, educational opportunities, consulting resources, suppliers' discounts and other aids. This development has occurred to meet the challenge of mega-travel agencies which have a greater bargaining power with the suppliers. A recent example of this development is an arrangement arrived at between North-Western through Thomas Cook only. North-Western in turn gives a better prices to Ford travellers and a higher commission to Thomas Cook. The consortium concept seeks to achieve the same bargaining position for small travel agencies.

Coupons. Documents issued by tour operators in exchange for which travellers receive pre-paid accommodation, meals, sightseeing trips, etc. Also referred as to vouchers.

Courier. A professional travel escort who accompanies carriers.

Courses of Tourism in India

1. Sophia College, Shri Sasant Kumar Somani Memorial Polytechnic, Bombay, India
Post-graduate Diploma, Duration : 1 year.
2. Bharatiya Vidya Bhavan, Rajendra Prasad Institutes of Communication Studies, New Delhi and Bombay, India.
Post-graduate Diploma, Duration : 1 year.
3. Lady Amritbai Daga College for Women, Nagpur, Maharashtra, India.
Post-graduate Diploma, Duration : 1 year.
4. K.C. College of Management Studies, Bombay, India.

Diploma Course, Duration : 1 year.

5. YWCA of Delhi, Ashoka Road, New Delhi, India.

Certificate Course in Travel and Tourism. Duration: 3-6 months.

6. Institute of Modern Management (aided by West Bengal Government) 30, Sundari Mohan Avenue, Calcutta, India.

Diploma Course in Tourism, Travel and Hotel Management, Duration : 1 year.

7. University of Garhwal, Faculty of Tourism, Srinagar, Garhwal, Uttar Pradesh, India.

Diploma Course, Duration : 1 year (Full time).

8. Marathwada University, Aurangabad, Maharashtra, India.

Post-graduate Diploma, Duration : 1 year.

9. University of Madras, Department of Audit and Continuing Education, Madras, India.

Post-graduate Diploma, Duration : 1 year.

10. University of Rajasthan, Institute of Correspondence Studies and Continuing Education, Jaipur, Rajasthan India.

Post-graduate Certificate, Duration : 1 year (Correspondence course).

11. University of Kumaon, Department of Tourism, Nainital, Uttar Pradesh, india.

Diploma Course, Duration : 1 year (Full time).

12. College of Vocational Studies, University of Delhi, 7, Doctor's Lane, Gole Market, New Delhi, India.

(a) Degree Course. Duration : 3 years (Full time)

(b) Post-graduate Diploma Course. Duration : 2 years
(Part-time)

CRS. Central Reservation Centre.

Cruises. Only for the rich-sea journeys on luxury liners.

Crab. noun (a) edible ten-footed crustacean with large pincers, which walks sideways; dressed crab = cooked crab, with the legs removed and the flesh broken up and put back into the shell (b) crab apple = bitter wild apple (used to make crab apple jelly)

Cracker. dry unsweetened biscuit

Cradle. wine basket, a type of basket with handles for holding a bottle of vintage red wine, so that the wine can be served without holding the bottle upright and the sediment is not disturbed

Cramped. Squeezed tightly; on some aircraft, the seating in tourist class can be very cramped

Cranberry. Wild red berry, used to make a sharp sweet sauce; cranberry sauce = sharp sweet red sauce, eaten with meat, in particular turkey

Crayfish. Kind of freshwater crustacean like a small lobster

Crockery. Plates, cups and saucers, ect

Croissant. Rolled pastry, made in the shape of a crescent moon, often served at breakfast

Cr quette. Small ball or cake of mashed potato, minced meat, vegetables or fish, covered with breadcrumbs and fried

Crouton. Small piece of fried or toasted bread, served with soup or as part of a salad

Crowd. Mass of people; crowds of people were queuing to get into the exhibition; if you travel early, you will avoid the crowds of Christmas shoppers

Crutet. Set of containers for salt, pepper, mustard, etc., sometimes placed on a tray or special stand

Cryogenic. Freezing to very low temperatures

Crystallized. Fruit which has been preserved by soaking in a strong sugar solution (used particularly in Middle Eastern countries).

Cucumber. Long cylindrical green vegetable used in salads or for pickling, the fruit of a creeping plant (*Cucumis sativus*)

Cupboard. Large piece of furniture with shelves and doors; alcove in a wall with shelves and doors.

Curdle. To make food, especially milk products, go sour.

Currant. Small dried black grape.

Custody. Keeping; the jewels were in the custody of the manager, and he had placed them in the hotel safe; the hijacker was taken into police custody on landing.

Cutlery. Knives, forks, spoons.

Cutlet. Flat cake of minced meat or fish, covered with breadcrumbs and fried; a veal cutlet.

Cut-price. Sold at a cheaper price than usual; cut-price goods; cut-price petrol; cut-price store = store selling goods at cheaper prices.

Cultural Tourism. When people are motivated to travel in order to see the cultural heritage of their own country or those foreign countries, i.e., visit ancient historical monuments, places of religious interest, museums, art galleries, etc., it is termed Culutral Tourism.

Customs. They check your language as soon as you arrive a new country.

CVGR. Abbreviation for Company Volume Guranteed Rate. Hotels offer better rates to companies offering a large volume

of business.

Cyclamate. Sweetening substance (a salt of cyclamic acid) used instead of sugar, believed to be carcinogenic and banned in the USA as a food additive.

D

Dance and Music. Dance and Music in India are the gift of the god and goddesses. They are considered to be of divine origin. Dances were performed originally by dancing girls dedicated to the temples as offerings to the gods. From there, it moved to the courts and palaces, towns and villages, adding richness, grace and joy to living.

There are a variety of classical dances forms: the enchanting Bharatanatyam from Tamil Nadu, Kathak which has its origin in the Mughal Courts, Manipuri, a lyrical devotional dance form from eastern India Odissi from the temples of Orissa; Kuchipudi of sublime love and the Mohiniattam.

The dances are accompanied by a number of musical instruments like Sitar, Tanpoora, Sarod, Veena, Sarangi and Dilruba; wind instruments like the shehnai and Nagaswaram; percussion instruments like the Tabla, Mridanam and Pakhawaj.

Damson. Small purple plum; tree which bears this fruit

Dangerous. adjective which can be harmful; tourists are warned that it is dangerous to go out alone at night

Definition of a Tourist. You may as well ask, do we distinguish between a traveller and a tourist? To count the number of foreign tourists in a country, there is a standard definition which all countries of the world accept. A foreign tourist must

spend a minimum of 24 hours and maximum of six months in a country other than his own, living in hotels or other commercial accommodations where he pays in his own currency. A foreigner who comes and works in a country to make a living or to study in its universities is not counted as a tourist. This definition has been developed by the World Tourism Organisation (WTO) and accepted by about 110 member-countries of which India is one.

Debit. 1. Money which a company owes, an entry in accounts which shows an increase in assets or expenses or a decrease in liabilities, revenue or capital (entered in the left-hand side of an account); compare CREDIT; debit balance = balance in an account, showing that the company owes more money than it has received; debit card = plastic card, similar to a credit card, but which debits the holder's account immediately through an EPOS system 2. verb to debit an account = to charge an account with a cost; his account was debited with the sum of 25

Defrost. (a) To remove ice which has formed inside a refrigerator (b) to thaw (frozen food); a large turkey will take 24 hours to defrost

Delhi. belly diarrhoea which affects people travelling in foreign countries as a result of eating unwashed fruit or drinking water which has not been boiled.

Delicacy. Rare thing to eat.

Delicatessen. Shop selling cold meats and imported food products.

Denomination. Unit of money (on a coin, banknote or stamp); coins of all denominations; small denomination notes; the bank refused to accept low denomination coins

Density. Occupation density = number of people in a hotel or restaurant, shown as a ratio of the floor area

Deplane. To get off a plane; the party will deplane at Delhi

Deposit To pay a deposit on a room; you will need to pay 10% deposit to secure the booking

Deregulate. To remove government restrictions over an industry

Designated Carrier. Airline which is licensed to operate a service between two countries

Detergent. Cleaning substance which removes grease and bacteria from clothes, dishes, etc.

Detour. Journey away from the usual or planned route; we made a detour to visit the caves; we had to make a detour because of the road works.

Dextrose. Simple sugar found in fruit; also extracted from corn starch.

Demographic Trends and Tourism. Among the more important macro-trends vitally important to tourism are the demographic ones such as population growth, life expectancy and age profile. The population of both Canada and the USA will show moderate growth, forecasts suggest by about a fifth between 1985 and 2010. The proportion of the population up to age 14 will remain fairly static, while retired people (64 plus) will account for a larger share of total population. By 1995 about one in eight of American countries are expected to grow twice as fast: the 0-14 years range will continue to account for more than a third of the population, while only about one in twenty will be over 64.

Asia (excluding Japan) is expected to have much larger populations-in some cases doubling between 1985 and 2010. About a third of these populations will be under 14 years, while people over 64 will represent a very small proportion of the total population-much the same pattern as predicated for Latin America. Japan is the most rapidly ageing population in the world-one in ten were over 64 years old in 1985 and this is forecast to increase to just over one in seven by 2010. The percentage of the Japanese

population younger than fourteen is forecast to decrease from 21.8 per cent in 1985 to 18.2 per cent in 1995.

The population of Australia is predicated to grow modestly (23.6 per cent between 1985 and 2010) and again there will be a shift in the age profile—an increase in seniors and a decrease in those less than fourteen.

In the Middle East and Africa, population growth is likely to be spectacular—doubling or even trebling in some cases. However, famine, war and AIDs could well be nature's answer to a population explosion which would be difficult to sustain. The population of Kenya for example is currently predicated to grow from just over 20 million in 1985 to nearly 56 million in 2010.

Undoubtedly Europe will continue to dominate the international travel picture in the foreseeable future. Practically all Western Europeans enjoy above average standards of living when compared with world standards. There are significant populations in Eastern Europe emerging from Communism with its centralised controls but who are not yet significant as potential international travellers. Furthermore there are significant proportions of populations in Eastern Europe whose priorities as consumers do not match those of developed countries, e.g. about 60 million Muslims in Turkey and Yugoslavia. Religions and political ideologies are important factors in interesting demographic trends.

The population of the European Community is growing very slowly. Indeed the populations of Belgium, Denmark, Germany and Italy are declining. Only in Ireland and Portugal are populations forecast to grow in double figures between 1985 and 2010. Birthrates in Western Europe have fallen as a result of economic recession, increasingly sophisticated expectations and easier abortion. The drop in birthrate during the 1970s recession years will have a significant impact in the next two decades. According to EC forecasts,

the number of EC residents between 15 and 25 years will fall by 15 percent between 1985 and 1995 with higher than average falls. In Germany, Scandinavia, the United Kingdom and Benelux countries. In the short term the 25 to 45 years old age group will increase in size between now and 1995. While this is an affluent sector at the peak of their earning power, there are many demands on these earnings with families growing up. However, couples are tending to postpone marriage and the start of families. The average child bearing age is increasing in Western Europe (except in Ireland, Greece and Portugal) as well as in Eastern Europe. Western Europe has an older population profile than any other continent.

By the end of the century one in four Europeans will be over the age of 55. Improved standards of medicine have raised life expectancy for both males and females-the average age of death has increased by about ten years since 1945.

This increasingly healthy and longer living segment is also tending to retire earlier from their working careers, either because of the pressures of unemployment or because increasingly caring and affluent societies felt that the elderly should not have to work so long. In 1988 the average legal retirement age for males in Western Europe was 62.5 years and for females 58 years. The biggest changes in the 1990s will be record numbers of senior citizens not only in Europe but in most developed countries in the world. It is this mature and concerned segment, increasingly active in green issues and preoccupied with lifestyle, which is already impacting on tourism management.

On the other hand, all over Europe there will be far fewer young people, but about one in five of them will go on to higher education. The fall in the birthrate in the 1970s will result in far fewer Teenagers in 1995. At the same time the number of jobs in Europe demanding cerebral skills is increasing, while those demanding manual skills is declining. The

Warwick Institute for Employment Research estimated that of 1.7 million new jobs expected in Britain by 1995, one million will be professional or equivalent while 400,000 manual jobs will have disappeared by then. This pattern will be mirrored in other Western European countries. Competition for the better educated will intensify and there will be an increased incentive to be better educated.

In Russia, Turkey and Yugoslavia the increases in population have been largely among the Muslim peoples. For example, for the first time since 1915 the Russians now comprise less than half of the population of the USSR, since the population growth has been among the Muslims of the Southern Republics.

The forecasts for population growth in significant markets for international travel and other countries where, if economies strengthen substantially, growth could be explosive.

Department of Tourism. In India, the Department of Tourism which is a part of the Ministry of Tourism and Civil Aviation, Government of India can be described as the National Tourist Organisation of the country. Not all the countries have the same system. Britain and Thailand have Tourist Authorities, while Singapore and Ireland have a Tourist Board each. Authorities and Boards have greater autonomy and, often, they have the involvement of the private sector in its management. Major funding is done by the Governments, but organisations benefiting from tourism are also expected to give financial support.

India's Department of Tourism is totally funded by the Government of India and the private sector has no direct say in its policy-making.

Established in 1958, the Department of Tourism, Government of India has promoted India successfully as a tourist destination during more than four decades of its existence. Initially, the Government of India did not consider

tourism as an important economic activity. In recent years, the Government has realised the importance of tourism as an economic factor and allocations for publicity and infrastructural developments have been enhanced.

There has been a demand for the re-organisation of the Department of Tourism. The National Committee of Tourism set up by the Government of the late Prime Minister Rajiv Gandhi felt the need for change and recommended the establishment of a Tourist Board on the lines of the Railway Board of India. The recommendation has not yet been implemented.

Deregulation and Privatisation. Deregulation is a new policy followed by several governments. They would not like to restrict the number of airlines flying to a destination. They are also against TATA enforcing standard tariffs. These governments led by the USA are of the opinion that competition among airlines should help determine fares. This is beneficial to travellers. The policy has helped reducing airfares in many countries of the world.

The deregulation has led to the elimination of some of the weaker airlines. There is a tendency towards privatisation of airlines from Government-owned airlines. Britain, Japan and Singapore have totally privatised their national carriers.

Deregulation and Privatisation. De-regulation is a term in aviation referring to the removal of controls on the operation of airlines. It started in the USA, when the United States Government decided in 1978 that competition among the airlines should be encouraged and Government need not regulate tariffs or the flight frequencies of airlines. As a result of this policy, the airlines in the USA were allowed to fix tariffs at will and could operate any number of flights to a city in the USA. The deregulation policy helped the travellers as cheaper fares became available to them.

The policy of deregulation is being increasingly applied in

countries of Europe, Japan, Australia and Canada. To beat the competition, several European carriers are trying to amalgamate their services with each other. The future trends are towards the elimination of small carriers and the emergence of mega carriers.

This has also led to the privatisation of some Government owned airlines. For instance, British Airways which was fully owned by the British Government is now a private company doing better than ever. Japan Airlines was totally privatised in 1991.

Destination. Refers to the place at which a traveller terminates his journey. The ultimate stopping place according to contract of carriage.

Destination Facilities. All plant and infrastructure available in a country, an area of local destination.

Destinational Tourist. Refers to a tourist who terminates his journey at a particular country for the purpose of making a tour travelling from place to place for pleasure in that country.

Destinational Traffic. Persons (tourists) who are carried by transportation lines and terminating their journey at one particular place.

DFS. Duty Free shops, where you blow up your money.

Dhal or dal. noun Indian term for pulses, such as lentils and pigeon peas; also used for curries and soups prepared from these pulses

Discount. Cutback on printed tariffs.

Diabetes. Illness where the sugar content of the blood rises because of lack of insulin

Diabetic. Referring to diabetes; diabetic food = food with a low sugar content which can be eaten by people suffering from diabetes

Diary. Book in which you can write notes or appointments for each day of the week; desk diary; to keep a diary = to write down what you have felt or done each day; the children on the study tour have to keep a diary of the places they visit

Dichlorodiphenyltrichloroethane (DDT). Highly toxic insecticide, no longer recommended for use.

Dice. To cut food into small cubes; diced potato.

Digest. To break down food in the stomach and intestine and convert it into elements which can be absorbed by the body;

Dime. US ten-cent coin.

Dim. Sum noun Southern Chinese style lunch, where many different small dishes are served.

Dinghy. Small boat.

Directory. List of people or businesses with information about their addresses and telephone numbers;

Discolour. To change the colour of something; fruit can be discoloured by the use of sprays.

Discontinue. Not to continue to do something; the service to the island has been discontinued.

Discretionary. Which can be done if someone wants; discretionary income = income which a person has left after spending on basic necessities (and which is therefore available for spending on leisure activities).

Diseases. Serious illness (of animals, plants, humans, etc.)

Diseconomies. Of scale noun situation where increased production actually increases unit cost.

Dispute. Industrial dispute or labour dispute = argument between management and workers; to adjudicate or to mediate in a dispute = to try to settle a dispute between other parties.

Disturb. To bother or worry (someone); to interrupt (someone); 'do not disturb' = notice placed on a hotel room door, to ask the hotel staff not to come into the room

Diversion. Turning off a road to take another route to avoid road works, flooding, etc.; all traffic has to take a diversion and rejoin the motorway 10km further on

Divert. To send to another place or in another direction; because of fog in London, flights have been diverted to Manchester; traffic has been diverted to avoid the town centre

Disembarkation. Refers to the leaving of an aircraft after a landing, except any crew or passengers continuing on the next stage of the same through-flight.

Display. In general, whatever attracts.

Doctor. Person who looks after people's health; the hotel doctor = the doctor who is on call to treat guests who become ill in the hotel; ship's doctor = doctor who travels on a ship and so is ready to treat passengers who become ill (NOTE: shortened in names to Dr: Dr thorne is the hotel doctor)

Document. Paper with writing on it; customs will ask to see the relevant documents concerning the shipment

Domestic. Referring to the home market or the market of the country where the business is situated; flight inside a country; domestic terminal = airport terminal which has flights inside a country only; passengers arriving on international flights transfer to the domestic terminal for onward flights to destinations inside the country; domestic tourist = tourist who is visiting (either for pleasure or on business) the country where he lives

Dormobile. Trademark for a motor caravan

Domestic Independent Travel. A tour which is constructed to meet the specific desire of a client within a single country.

Domestic Tourist. A domestic tourist is one who travels more

than 50 miles away from home and spends at least a night in a hotel or some places where he has to pay. If a man goes to another cities and stays with his uncle, he is not counted as a tourist. That is how we count domestic tourists in India. The definition of domestic tourist varies from country to country. There is no standard definition acceptable to all countries as in the case of international tourists.

It has been estimated that there are more than 60 lakh domestic tourists every years in India, not counting the pilgrims. If we count all the pilgrims, the number will be very, very large. One Kumbh Mela alone attracts 10-12 lakh pilgrims.

Drain. To remove water from something; boil the potatoes for ten minutes, drain and leave to cool; drain cycle = last of a series of operations in a dishwasher, when the water is drained and the dishes left to dry.

Drawer. Sliding compartment in a desk or cupboard which you open by pulling on a handle; chest of drawers = piece of bedroom furniture made of several sliding compartments.

Drawing. Sitting room; room for sitting and talking in, but not eating; the guests' drawing room is on the right of the main entrance.

Dregs. Cold remnants of a drink, left in a cup or glass.

Drill. Boat drill or fire drill = procedure to be carried out to help people to escape from a sinking boat or from a burning building.

Drip. noun small drop of liquid, falling from a tap, etc.; dip tray = tray placed under a tap to catch drips (as under a beer tap, for example).

Drizzle. 1 Thin mist of rain 2 verb to rain in a thin mist.

Drop. To fall or to go to a lower level; take a warm sweater, because at night the temperature can drop quite sharply; the

wind dropped = the wind stopped blowing hard.

Dublin. Bay prawn noun large prawn, such as those served as scampi.

Dude. Visitor to a dude ranch; dude ranch = ranch which people visit as a tourist attraction and where they can stay and spend a holiday.

Due. Diligence noun requirement of the food safety legislation that food producers must take all reasonable care that the food they produce is safe, and is produced and packed in a way which prevents contamination.

Dumb. (a) sideboard in a restaurant, on which cutlery, condiments, etc., are kept ready for use (b) device for raising and lowering trays of food, dirty dishes, etc., between floors of a building.

Dumping. Getting rid of excess goods cheaply in an overseas market.

Dumpling. Small ball of paste (often with a filling) which is boiled or steamed; apple dumplings = pieces of apple cooked in dough; suet dumplings = small balls of flour, suet and water, flavoured with herbs.

Dune. Sand dunes = grass-covered sandy ridges by the seashore.

Dusk. Twilight, the period in the evening just before it gets dark; the gardens close at dusk.

Duvet. Large bag filled with feathers, used to cover a bed; duvet cover = decorative bag used to cover a duvet.

Dysentery. Infection and inflammation of the colon causing bleeding and diarrhoea.

E

Earphone. Part of a pair of headphones which fits over one ear

Easter. Christian festival (in March or April); *Easter Day* or *Easter Sunday* = Sunday celebrating Christ's rising from the dead; *Easter egg* = chocolate or sugar egg eaten at Easter

Earlier Definition of Tourism. One of the earliest definitions of tourism was given by an Austrian economist, Hermann V. Schullard, in the year 1910 who defined it as, "...the sum total of operators, mainly of an economic nature, which directly relate to the entry, stay and movement of foreigners inside and outside a certain country, city or region." The concept of tourism found expression however, in a more technical definition of the Swiss Professors Hunziker and Krap in the year 1942. They stated, "Tourism is the totality of the relationship and phenomenon arising from the travel and stay of strangers, provided the stay does not imply the establishment of a permanent residence and is not connected with a remunerated activity." This definition was subsequently adopted by the International Association of Scientific Experts in Tourism (AIEST). The definition brings out the following three distinct elements of tourism:

- (i) involvement of travel by non and residents.
- (ii) Stay of temporary nature in the area visited.
- (iii) Stay not connected with any activity involving earnings.

Tourism is, therefore a composite phenomenon which embraces the incidence of mobile population of travellers who are strangers to the places they visit. It is essentially a pleasure activity in which money earned in one's normal domicile is spent in the place visited. The increasing importance of the quantitative aspects of tourism for marketing decisions has led to various attempts by experts in the field to arrive at an internationally accepted definition of the form "tourist" as the basic unit of measurement for tourism statistics. This aspect has been discussed in an appropriate section elsewhere.

EATS. Nothing to do with food; ex-service mans's airport transport service run at Indian airports.

Economy. (a) saving (of money or resources); economy car = car which does not use much petrol; economy class = cheapest category of seat on a plane; to travel economy class; economy pack or economy size = packet of goods which works out cheaper to buy, normally because it contains more; economies of scale = providing a service more profitably because of the large size of the organization (b) financial state of a country or way in which a country makes and uses its money; black economy = work which is paid for in cash or goods, but not declared to the tax authorities

Economic Aspects of Tourism in India. In India, tourism has created direct employment for some 50 lakh people. It generates earnings for hoteliers, travel agents, taxi drivers, craftsmen, souvenir-sellers, transporters, airlines, tourist guides and shoemakers.

Some Rs. 600 crore worth of handicrafts are sold every year to tourists taking the benefit of tourism to the villages where our craftmen live and work.

In certain parts of India, tourism is the only industry Kashmir, for instance. Or, consider Khajuraho. Tourism has

transformed this once impoverished, obscure and backward village into a thriving tourist centre.

By the year 2000, India can earn Rs. 7,000 crore from tourism according to the government of India's estimates.

Tourism can yield enough revenue to purchase one Boeing 747 Jet for Air India every ten days.

Or, one Airbus for Indian Airlines every five days.

Or, one Jaguar deep penetration aircraft for the Indian Air Force every two days.

Or, looked at from another point of view, tourism's earnings could pay for 90 medium-sized schools every day.

Or, four hospitals of 200 beds each for the country, every day. Tourism could pay for almost the entire Eighth Plan bill for the power projects.

Most important, tourism can help pay for our imports.

Economic impacts of Tourism. The main economic impacts of tourism relate to foreign exchange earnings, contributions to governments' revenues, generation of employment and income, and contribution to regional development. The first two effects take place at the macro or national level, whereas the other 3 impacts occur at sub and national or regional levels. These effects are interrelated, but for analytical purposes it is useful to separate them.

Before examining these impacts it should be noted that with the exception of foreign exchange earnings, the other impacts can be generated by domestic tourism activity. Although domestic tourism does not earn foreign currency, encouragement of domestic tourism perhaps combined with legislation limiting or prohibiting foreign travel will save that amount of foreign exchange which would otherwise be spent for this purpose. As noted in the previous chapter, it is now unlikely that governments in developed countries would

impose such legislation. But it is a common barrier to international travel in many developing countries where foreign exchange resources are scarce.

It is now generally accepted that international tourism constitutes one of the most significant of global trade flows. For reasons previously noted, precise estimates of tourism's economic worth are difficult to make. A study commissioned by American Express indicated that in 1987 based on a analysis of over 200 countries and using 35 different international data sources it was estimated that.

- (i) travel and tourism accounted for nearly US\$ trillion sales in 1987. To put this in perspective, if travel were a country, its Gross National Product (GNP) would rank fourth in the world after the United States (4.5 trillion), in Soviet Union (2.5 trillion). Japan (2.4 trillion). Travel and tourism sales are larger than the GNP of West Germany and the United Kingdom combined.
- (ii) travel and tourism is the largest employer in most countries, providing job for one out of every 16 workers worldwide.
- (iii) travel and tourism gross output of nearly \$2 trillion accounts for more than 5 per cent of all goods and services and 15 per cent of global service sector sales.

The very substantial estimates revealed in the American Express study can be related to the fact that international tourism has two main impacts on countries Balance of Payments—the trade and redistributive effects.

The trade effect is a characteristic of international tourism demand. The act of travel itself induces a trade effect. Most long haul travellers travel by air. Most aeroplanes are designed, manufactured, and sold by the United States. At the destination, the tourist might use accommodation owned and managed by non and residents. A German tourist visiting Sri Lanka might travel on Air Lanka using a DC 10 aircraft

(made in the USA); stay in a foreign owned and managed hotel (Taj Group, India); and drink French wine, Scotch Whisky and eat Australian beef. To the Tourist and receiving country these impacts represent leakages; to the international economy they constitute trade opportunities and generate exports.

The redistributive effect of international tourism refers to the fact the most international tourists come from high and income developed countries, and spend part of their discretionary income in lower income countries by the purchase of holidays. In this way, some of the surplus spending power of the richer countries is through tourism. Re-distributed to other countries, many of them being in the developing world. The relatively wealthy countries of Western Europe, North America, Japan, Australia and New Zealand, are major generators of tourists internationally and or regionally. For a country like Japan with a high surplus on its Balance of Payments. Encouraging residents to travel abroad is one means of reducing and redistributing this surplus.

At the level of the destination country, the economic impacts of tourism are usually categorised as follows:

Foreign exchange earnings

Foreign exchange earnings are the receipts of non-domestic currencies earned by selling goods and services to foreign tourists. It is useful to classify earnings into hard, i.e. convertible currencies, e.g. US dollar, deutchmark, pound sterling, Swiss Franc, is freely available, internationally acceptable, and can be exchanged without restriction. As these currencies, are issued by the economically most advanced countries they are most used in international trade. On the other hand, soft currencies are not freely available, and have severe limitations imposed on exchange outside the country of issue, e.g. India rupee.

Estimates of foreign exchange earnings from tourism are usually derived from sample surveys of tourists expenditure, and returns from tourism related activities, e.g. air fare payments these estimates are found in the Travel Account of the Balance of Payments, and international fare payments in the Transportation Account. There are some serious methodological issues relating to the measurement of foreign exchange derived from tourism, not least being that estimates of earnings do not deduct the inputs (in foreign exchange) necessary to earn the foreign exchange; current estimates on a year-to-year basis do not take into account inflation or currency fluctuations. There are ways to overcome these problems, e.g. using constant price indicator and a foreign exchange deflator. Multiplier analysis and input and output procedures provide better estimates of the benefit. However, despite these technical problems, tourism's contribution to foreign exchange is substantial; it is the main contributor in the Bahamas, India and Thailand, and the third ranked contributor in the United Kingdom.

Contribution to government revenues

Government revenue from the tourism sector may be categorised as being direct or indirect. Direct contributions arise from possibility of charging tax on incomes, both personal and company, generated by tourism employment and business. Indirect sources of revenue will comprise the range of taxes and duties levied on goods and services supplied to tourists. In many developing countries the identifiable labour force is small, with the majority of employment found in agriculture, often at a subsistence level. This low-level employment base means that direct taxation is not a major source of government revenue. In practice, in most developing countries government's revenues are accrued from indirect taxes, e.g. on crops, on land, on imports.

The ability of government to generate revenue by imposing

and benefits compared with other sectors, e.g. agriculture. For the area economy, tourism may stimulate higher levels of economic activity and become a catalyst for growth. An example would be the island of Bali in Indonesia where tourism income has given the Balinese the highest level of per capital income in the 27 Provinces which constitute the country.

The employment and income affects of tourism are interlined; in turn, they are part of the total impact of tourism. Their singular importance is that they trigger the multiplier effect which enhances total economic benefit to the economy. Although economically important, it should be remembered they the type and location of employment in tourism will have social, and possible, cultural implications. The very fact of having a job in tourism may give rise to changes which are essentially social in nature. These changes can induce policy issues which may be critical to further development in the sector.

Regional development

The regional of tourism is often one of its main attractions to economic planners. It can make use of historical and cultural sites, e.g. Borobudur Temple complex in Java, Indonesia; scenic nature of a landscape, e.g. Scotland, and natural climate advantages, e.g. Gold Coast in Queensland, Australia, to provide a focus for development. Many of these locations have, for many reasons, few alternative economic development possibilities. In these examples, tourism generates income, employment and economic activity within a region, and often in so doing, help to sustain a community at an enhanced level of income.

Although in most countries governments encourage tourism for its economic benefits, at sub-national levels, other priorities might predominate. Tourism may be given priority in one region, e.g. Florida, but not in another, Wisconsin, because of its propensity to generate jobs and incomes. In

the context of a developed country, from 1968 to 1984 approximately, the British government encouraged tourism because of its potential to earn foreign exchange (and to help to reduce the deficit on the Balance of Payments). Although this importance has not diminished, increasing emphasis is being given to the role of tourism as an employment and income generator in areas of the country where fewer economic development opportunities exist.

Despite the important economic impacts which tourism has, it is essentially a massive flow of individuals, a cross-border flow which will have important social and cultural effects on destination areas.

Social and cultural impacts of tourism

There is now a well-developed literature on social and cultural impacts of tourism. Many research studies are highly specific, and may therefore be of more academic interest rather than of relevance to policymakers. However, experience in many different countries can be said to constitute a general phenomenon relating to tourism. In many cases, the regularity with which these phenomenon are reported, allow policymakers to anticipate certain impacts from future developments in tourism.

It is easy to exaggerate impacts arising from tourism. For example, certain areas of a country may never be visited by tourist : tourist visits to very large countries such as India, tend to be concentrated in certain areas of circuits. Therefore, to refer to the *social and cultural impacts of tourism on India* must be an absurdity. Tourism tends to be localised and therefore, impacts tend to be localised initially. Whether these impacts cause changes, and whether these changes spread through society, will be influenced by a wide range of factors, e.g. size of country, general spread of tourism activity, basic cultural and religious strengths, etc.

It is unfortunate that many of the writers on social and

high levels of taxation on personal and government incomes should be avoided. Excessive levels of taxation will be a disincentive to investors and might deter reinvestment. In some countries where tourism is a major contributor to government revenue, e.g. The Bahamas, Bermuda, no direct taxation on personal or company income is charged. Revenue is generated indirectly by a tax on goods and services.

There may not be clearly defined *tourism taxes*, i.e. goods and services bought by foreign tourists or domestic tourists. The 2 groups may be difficult to identify. Therefore, a bednight tax might be paid by all users of accommodation, as might airport departure taxes, general sales taxes, etc. In practice, governments will attempt to raise taxes on main areas of economic activity; where tourism is an important sector in the economy, it will be expected to generate its share of taxation revenue. Governments provide a wide range of services for the tourism sector and will expect a return on that investment and perhaps a surplus.

Employment and income generation

Employment generated by tourism can be either direct or indirect. Direct employment can be defined as jobs created specifically by the need to supply and serve tourist. An obvious example is the jobs created by the opening of a tourist hotel. As the hotel itself will have to buy-in certain services, e.g. laundry taxis, etc., this will indirectly create jobs.

The disparate nature of tourism activity makes it difficult to estimate the employment impact. Even in developed economies such as a United Kingdom, the actual number of jobs *in tourism* is estimated. This problem is derived from the difficulty of defining the *tourism sector* and deciding what is to be included and excluded. In many countries, and certainly in developing countries, it may be necessary to undertake specific surveys to estimate employment generated by

tourism.

The efficiency, i.e. cost-effectiveness of job creation in tourism is of interest, at least to the economic planner. Tourism is often described as a labour-intensive activity. At a simple level, this can be interpreted as meaning that per unit of capital employed, tourism creates more jobs than a similar unit of capital invested in another sector. The relationship is often expressed as a cost-per-job in one sector of employment compared with another. In those industries with large-scale operations or technologically sophisticated processes, large investments might create few jobs. An oil refinery is an example where heavy capital investment is required to process the oil, but generates relatively fewer jobs than a similar amount of investment in tourism or perhaps the agricultural sector; in the latter sectors cost-per-job would be lower and labour-intensity higher.

In many developing countries with rapidly growing populations and high levels of unemployment, productivity of labour may not be a prime consideration. As labour is in abundant supply, is relatively cheap and tourism employment has a low skills threshold, the industry is often seen as a good source of employment opportunities. It should, however, be noted that tourism in many countries is a seasonal activity and this factor together with the initial low-skills jobs provided in tourism has been a continuing problem which can only be mitigated by long-term policy initiatives relating to manpower development and training.

The income effects of tourism are important as they are a direct effect of the level of tourism activity which, in turn, may stimulate other sectors of the economy. In developing countries, tourism-generated incomes are often higher than average levels of income. This situation has a number of implications. For the individual, tourism employment not only provides a higher income but often better working conditions

cases problems will arise. An on-going point for discussion would be in which ways can tourists be made aware of local customs, traditions and *taboos*. Is the information process only a function of low volume tourism as for example in Western Samoa, Bhutan or can it be adopted for high volume visitor flows, e.g. India, Thailand?

When tourists enter the host country, they do not just bring their purchasing power and cause amenities to be set up for their use, they also, and above all, bring a different type of behaviour which can profoundly transform local social habits by removing and upsetting the basic and long established values and patterns of behaviour of the host population. For example, hotel workers might have to attend shift working which effects religious observance.

During the tourist season, the resident population not only has to accept the effects of overcrowding, which may not exist for the remainder of the year, but they must often completely modify their way of life; increased work rhythm, dual activity, etc. and live in close contact with a different type of population, mainly urban, who are there simply for leisure. This co-existence is not always easy and often leads to social tension, xenophobia, particularly noticeable in very popular tourist areas or where the population, for psychological, cultural or social reasons, is not ready to be submitted to the *tourist invasion*.

An impact commonly expressed as the *demonstration effect* result from the close interaction of divergent groups of people, and manifests itself by a transformation of values. Most commonly it leads to changed social values resulting from raised expectations amongst the local population aspiring to the material standards and values of the tourists. Not unnaturally, changing social values lead to altered political values, sometimes with unsettling consequences. A decline in moral and religious values is also not uncommon and may show itself through increased crime levels. Not only

are local attitudes changed, but the targets and opportunities for criminal activity are increased.

Tourism being, above all, a human activity, it is important to have the closest harmony between the attitudes of tourists and the behaviour of the local population. We are here treading on very delicate ground, where numerous qualitative parameters are involved: the socio-professional structures of the local population, the level of education and knowledge, the standard of living, their opinions and attitudes in the face of the tourist phenomenon and its cultural and institutional effects. What is certain is that the local population constitutes a human heritage which is just as important as the natural heritage and must, therefore, be protected.

Tourism may generate other social costs, often difficult to estimate, but which are not less serious for that reason. Mention can be made of the threat to traditional customs specific to each country, and sometimes to each region. (Although tourism may become the guarantor for the maintenance of certain original traditions which attract the holidaymaker). It is a question of protecting and maintaining the cultural heritage and dealing with a certain number of connected problems: the illegal trade in historic objects and animals, unofficial archaeological research, erosion of aesthetic values and of certain traditional know-how, disappearance of high-quality crafts, etc.

The commercialization of traditional cultural events may lead to the creation of pseudo-culture, ersatz folklore for the tourist, with no cultural value for the local population or the visitor. The same applies where the craftsman is concerned. The issue is the potential opposition between the economic and the cultural interests leading to culture being sacrificed for reasons of economics, i.e. creating an additional economic value at the price of losing a cultural value.

However, the exposure of resident populations to other cultures, due to tourism, would appear to be an irreversible

cultural impacts have tended to react negatively to tourism development. These negative reactions should be viewed in the same way that economic disbenefits are they are problems which require management solutions. They will not go away and might intensify. As tourism is a great international exchange of people, it is as important to plan for human reaction as it is for economic needs.

It is usual to regard the social and cultural impacts of tourism as comprising the non-economic aspects arising from tourism development. It is also usual to cite specific examples of these effects in relation to locations, regions and countries. Both dichotomies are artificial. For example, many of the social and cultural changes induced by tourism have definite economic costs, e.g. movement of labour from the agriculture sector to work in the tourism sector. These costs of transference would be enhanced if accompanied by an increase in urbanisation or wage-rate inflation. It should also be noted that growth in tourist arrivals in developing countries have provided general, and not only specific experiences, of the impact of tourism on such countries. The collective general experience is important because it helps us to understand the nature of tourism as it impacts on the society and environment. Unfortunately, many of these changes are difficult to measure, and may not be entirely caused by tourism.

Closer study of this relationship has made us more aware of the social, cultural and environment problems which can arise from tourism, and particularly from an over-rapid growth in visitor arrivals. Many of these problems can now be anticipated and therefore considered in relation to be policy and planning framework. It should, of course, be noted that many of these problems are not new. In the Caribbean, Asia and Africa, there are many examples of newly-independent countries which have inherited mature tourist sectors, e.g. Jamaica, Barbados, and more recently, Zimbabwe may be mentioned. In these countries, many of the problems of the

tourism sector are not of recent origin, and may cause particular difficulty in finding management solutions.

Despite these difficulties, governments have ultimately to find means of managing, if not completely eradicating these problems. This is particularly the case where tourism-related problems impact on the socio-cultural values of the society or on the environment. These wider concerns are the responsibility of government, and it may be that government is the only agent able to introduce required changes. Many of the social and cultural effects of tourism are portrayed as being essentially negative; studies by de Kadt and O'Grady have both detailed cases where tourism has made very serious changes in the structure, values, and traditions of societies. There is continuing debate as whether these changes are beneficial or not; the interests of society and the individual are not necessarily similar. There is little doubt, however, where international tourism is of any significance in a country, it does become a major *change-agent*.

It is not surprising that international tourism should induce such changes, because tourists usually remain in the host country for a very short time. They bring with them their traditions, values and expectations. They travel in what Eric Cohen has termed an *ecological bubble* a tourist infrastructure of facilities based on Western standards has to be created even in the poorest host country. This tourist infrastructure provides the mass tourist with the protective *ecological bubble* of his accustomed environment. In many countries, tourists are not sensitive to local customs, traditions and standards. Offence is given without intent. In a sense, foreign visitors do not integrate into a society, but rather confront it. Where large numbers of tourists arrive in a country (often of one nationality) reaction is inevitable.

Reaction may take two forms: either a rejection of foreign tourists by locals, or an adoption of foreigners behaviour patterns to constitute a social *demonstration effect*. In both

environmental concerns are in integral part of planning for tourism, so should be the socio-cultural dimension. Many of the problems associated with socio-cultural effects might be mitigated if economic benefits remain largely within the community.

The evolution of community tourism as expressed by Murphy is an important development for it recognises that to be sustainable in the long-term, tourism has to be acceptable to the community within which it takes place. More attention is now being given by planners to this aspect of development, and this is one approach to minimising the negative social effects to tourism and to increase its general acceptability within destinations.

Economic Multiplier Effect in Tourism. Tourism both international and domestic according to economists, has a multiplier effect much larger than any other industry.

Every industry has a multiplier effect, but tourism, particularly international tourism, helps the economy of a country by a number of multiplies of the tourists' original dollar. In simpler terms, the multiplier concept means that every unit of tourist expenditure goes through several rounds of income creation and expenditure before its effect is exhausted.

The money spent by a tourist on hotel accommodation, food, and beverages, shopping, entertainment and transportation does not stagnate but provides an income to hotel staff, taxi owners, shopkeepers and suppliers of goods and services. They, in turn, spend part of this income on their requirements of goods and services. The second round of recipients once again spend it to meet their needs. Thus, tourist money percolates through numerous segments of the economy. It is just not a few hoteliers and travel agents who benefit from the tourism sector. How many round the money would make depends on the economy. One good calculation for the Indian economy is a figure of a little over three of the original receipts. This is the conclusion derived by the Indian Institute

of Applied Economic Research in the cost-benefit study of Indian tourism (1976).

Economy Class. Symbolised by "Y", it is the class in which most tourists travel.

EDR. Executive Dining Room where executives take a bite. A cafeteria is one where everyone else eats.

Eel. Long thin river fish.

Efficiency. Ability to work well or to produce the right result or the right work quickly.

Eggplant. Plant with shiny purple-black fruit (*Solanum melongena*), used as a vegetable - a native of tropical Asia, it is also called 'aubergine'; its Indian name is 'brinjal'.

Elements of Tourism. In addition to three basic components of tourism namely transport, locale and accommodation there are certain elements of ingredients of tourism. These elements predispose towards tourism development. These elements which are the fundamental attractions of tourism are:

- (i) Pleasing weather
- (ii) Scenic attractions
- (iii) Historical and cultural factors
- (iv) Accessibility
- (v) Amenities
- (vi) Accommodation

Elastic. which stretches and contracts, and is not rigid; elastic demand = demand which can expand or contract easily because of small changes in price.

Elevenses. snack served in the middle of the morning.

Embarkation. The boarding of an aircraft for the purpose of commencing a flight, except by such crew or passengers as

process. It is often accompanied by an evolution in attitudes of mind, in tastes, in the judgement of values and may even lead to a certain decline in conservative attitudes a further example of the *demonstration effect*. On a social level, planned tourism can favour contacts between holidaymakers and the local population, will encourage cultural exchanges and ethnic relations, will lead to friendly and responsible enjoyment and finally, will strengthen links between countries.

As noted above, international tourism, certainly more than domestic tourism, tends to confront a host community rather than integrate into it. There are many reasons for this. The main reason is that tourists are short-stay visitors carrying with them their own cultural norms and behaviour patterns. They are usually unwilling to change these norms for a temporary stay and may be unaware that these norms are offensive or unacceptable to the resident host community.

A further difficulty can be the existence of a language barrier which itself may be a major factor limiting visitor understanding of host community manners and behavioural patterns. Language barriers create their own cocoon limiting social interchange between tourists and residents. These difficulties will create a problem, and give rise to a need to provide some form of tourism *education* for visitor and host.

Perhaps the most difficult problem in identifying socio-cultural impacts is that they can take a very long time to emerge and be noticed. Unlike the economic effects of tourism which are readily seen, changes in society may be imperceptible but cumulative. It may also be very difficult to identify tourism as the cause of these changes as opposed to other influences, e.g. radio, newspaper, television. For example, is the social *demonstration effect* solely attributable to what tourists are seen to do? Or may it be influenced by general media reporting? If changes in society are evolutionary rather than revolutionary, then tourism analysts must have a system for

monitoring these changes and reacting to them when necessary.

Some groups of tourists are more insensitive to local cultures than others. Often low-income, large group numbers based on cheap inexpensive tours can bring particular problems, e.g. British *lager-lotus* visiting certain areas of Spain. This is not to hypothesise that all low income groups are badly behaved and insensitive to local traditions and custom. Certain ethnic groups might also exhibit characteristics which are unacceptable in a particular location or country, e.g. Japanese male *sex-tours* to Bangkok. Where problems are clearly associated with groups of tourists from a particular country or perhaps sent by a particular company, action should be taken to curb the problem.

One of the problems of changing the type of tourism activity is that tourists and residents often have a very different view of a country and its society. A country's tourism image may be the creation of a travel company, keen to stress those aspects of a country which it believes may persuade tourists to buy holidays in the destination. So what might be regarded as a *quaint* aspect of life by a tourist might be regarded as a symbol of backwardness by residents. Religious rites and ceremonies treated as a *holiday experience* by tourists can represent a fundamental aspect of life for residents. In a similar vein, alcohol, promiscuity, gambling, begging may be regarded differently by tourists and residents. There are only a few generalised examples of changes which can arise from tourism.

Attempts should be made to take into the planning process the socio-cultural dimension. It may be that in certain areas, tourism development should not be permitted. The concept of Tourism Development Zones should therefore include not only the tourism assets, potential and actual, of a location, but include a careful assessment of the proposed development on the local community. In the same way that

Enhance. To make (something) better or stronger

En pension. en pension terms or rate = special price for guests staying in a hotel who take all their meals in the hotel (the same as 'full board'; normally in GB this will include breakfast, morning coffee, lunch, afternoon tea and dinner; there will probably be a reduced special menu for 'en pension' guests, which will not include special dishes found on the 'a la carte' menu

En route. On the way; we stopped for lunch en route to the coast; the ship ran into a storm en route to the Far East.

Entertain. To offer meals or hotel accommodation or theatre tickets, etc. to (business) visitors.

Entremets. Sweet course, consisting of puddings, pastries, ices, etc.

Environment Damages Done by Tourists. In India, tourism has affected our environment to some extent. The Dal Lake in Srinagar is now half of what it used to be fifty years ago. And if current pollution continues, it may turn into a pond in the next fifty years.

Trekking trails in Himalayan valleys have been ruined by garbage and litter left by hordes of trekkers in the past few years. Forests have been pulled down indiscriminately to keep the tourists warm.

Tourists have damaged our cultural heritage by writing their names or initials on the great architectural wonders of ancient times. Smugglers have stolen ancient sculptures or broken and taken away their limbs. The sacred Ganga, too, has not been spared and the Government of India is spending millions of rupees to clean it up not so successfully as yet!

There is great awareness of the need for protection of environments in most countries of the world. The Government of India has a Ministry to ensure that the

environments are not disturbed. This Ministry lays down norms for disposal of waste water and chemicals from the factories and also grants clearances to projects from the environmental angle. Attempts are being made to harmonise tourism and the environments, tourism contributing to the enhancement of beauty.

There are several organisations in the world fighting for the protection of Planet Earth for our children and grandchildren!

Tourism is a way of life today. It will grow from strength to strength. The trend cannot be reversed. The need is to make tourism work for the environment as the Swiss have successfully done.

Travellers need to be educated about the damage they unknowingly do to the ecology and our ancient heritage. Governments have to play an active role in planning tourism resorts. Planning cannot be left to the whims of greedy developers.

Environment impacts of Tourism. Environment is usually narrowly defined to refer solely to the physical environment which can be sub-divided into natural and built segments. The natural environment is what exists from nature-climate, flora and fauna, topography, etc. with the built environment including human-made features, e.g. the Taj Mahal, St. Paul's Cathedral, the Great Pyramids. However, it is important to accept that the analysis of the environment in a comprehensive sense should also include socio-cultural and economic factors. It is often difficult and not desirable to examine these features as separate components.

Environmental issues are now central to planning; very few projects are developed without an Environment Impact Analysis being made. More attention is being given at the planning stage to preventing bad design rather than having to undertake remedial actions when the project is operational.

have embarked on a previous stage the same through-flight.

Embassy. building where an ambassador has his office; the British Embassy is holding a party for exhibitors at the trade fair

Emigrate. To leave a country to settle in another.

Employ. To give (someone) regular paid work; to employ twenty staff = to have twenty people working for you; to employ twenty new staff = to give work to twenty new people.

Empty. With nothing inside; the restaurant was half-empty; the ski resorts are empty because there is no snow.

Emulsify. To mix (two liquids) so thoroughly that they will not separate.

Environment and Tourism. Green issues are increasingly a permanent item on the political agenda of national and local governments. Tourism development, like other developments, must be politically acceptable, socially responsible and environmentally sound. The new catch phrase is *responsible tourism* or *sustainable tourism*. Lane said:

Neither the French *'erm tourism doux* nor the German *sanfter tourismus* translates well into English, although the translation *soft tourism* has been commonly used with mixed results. Green tourism and *alternative tourism* have slightly wholefood connotations, while responsible *tourism* sounds drearily worthy. Post industrial tourism is fine for specialists, but confuses the public. *Sustainable tourism* captures the image of the long term goal, an ability to sustain host area, holiday maker and operators alike.

He goes on to suggest that tourism development should be gradual and organic; should provide for economic growth without dominating the economy; and should not abuse the natural environment. While environmental issues are

becoming popular and thus politically interesting much of the comment and study tends to be either very academic or theoretical, e.g. soft tourism, alternative tourism, ecotourism, reflecting the interest of the commentator, rather than practical. The trades are vitally concerned. Government cannot act alone. Restriction of traffic and control may not be the right answer but rather creative planning and expansion which needs the collective effort of operators and controllers. Award schemes and other motivating programmes affecting the providers and the tourists themselves are important. One of the most successful examples of this is the Blue Flag clean beach programme, which is not dependent on statutory order. This has done more than direct Government order to deal with an important aspect of tourism provision.

While this may seem idealistic, the English Tourist Board together with the Countryside Commission and the Rural Development Commission recently organised the first national conference on the subject *Shades of Green*. In fact, the idea of *sustainable* tourism was first mooted in Switzerland as an antidote to the environmental damage being caused in the Alps by the skiing industry. It is not cheap, it needs a responsible approach, careful management and controlled planning, creative and selective marketing, education and training. It will be increasingly important a major political issue of the 1990s.

Endemic. (any disease) which is very common in certain places; yellow fever is endemic to parts of Central Africa

Endive. (a) green salad plant similar to a lettuce, with curly bitter-tasting leaves (b) vegetable with a conical head of white crisp leaves packed firmly together, eaten raw in salads or cooked with a sauce; see also chicory

Endotoxin. Poison from bacteria which pass into the body when contaminated food is eaten

The quality of the environment is a major issue on a global basis, and for tourism which depends critically on this input, it is of paramount importance. There is a long catalogue of environmental damage caused by poor design, location or scale of projects; tourism developments are not the only offenders.

Environmental damage caused to, and sometimes by tourism development, are to be found all over the world.

- (i) Water pollution discharge of sewerage effluent into beach and bay at Pattaya, Thailand.
- (ii) Visual pollution : high-rise hotel developments at Waikiki Beach, Hawaii.
- (iii) Congestion : Kuta Beach and tourism area, Bali, Indonesia.
- (iv) Land use pollution : ribbon development along Spanish coastal areas.
- (v) Ecological disruption : to animal breeding by uncontrolled access to game parks, Africa.

To these common examples can be added the problems of litter, traffic fumes and over-crowding which afflict many tourist sites both rural and urban. To a large degree these problems have been caused by the too rapid increase in tourist arrivals which puts pressure on infrastructure and the environment. In most developed countries there is extensive planning legislation and control to curb the worst excesses of developers, but some projects do proceed. In the developing countries which often do not have a coherent and comprehensive planning framework, the problems are more acute.

Tourism, however, can make positive contributions to environmental improvement; for examples exemplify this point.

- (i) The interest which tourists have in the natural and built environment often allows these areas to be protected and managed. There are many examples in developed areas being designated as *national parks* or *areas of outstanding natural beauty*. These areas are so designated to control access and use and to ensure that they are sustainable in the future. Similar reasoning applies to the conservation of animal species and to the built environment, e.g. Stonehenge, England.
- (ii) The improvement in environmental quality benefits both visitor and resident. Pedestrianisation of many urban attractions has benefitted access to visitor and increased the amenity of the resident.
- (iii) Improvement in infrastructure for tourists often *spills-over* to residents. The Adriatic Highway in Yugoslavia improved tourist access to the South but also improved transport links for residents and industry.
- (iv) Revenue generated by tourism allows funding of conservation and maintenance to facilities and amenities which otherwise might deteriorate.

In all cases, prevention is cheaper than cure ! As part of tourism development planning, environmental considerations must be given a high level of priority. In some environmentally sensitive and fragile areas, development may be prohibited. A central consideration is the carrying-capacity of a destination in relation to visitor use and the development of facilities. Tourism may be an important means to achieve conservation, for without a good quality environment, tourists may choose to visit alternative destinations.

The politics and economics of environmental development and protection are a major subject. Sufficient to note here that in examining the impacts of tourism on a destination or project, the aspect of economic, socio-cultural and environmental impacts should be regarded as components

of a larger concern. The Manila Declaration of the World Tourism Organisation, accepted in 1980 notes the link between national and cultural resources in developing tourism, and the need to conserve these resources for the benefit of tourists and residents of the tourism area. The Joint Declaration of the World Tourism Organisation and the United Nations Environment Programme stated. The protection, enhancement and improvement of the various components of man's environment are amongst the fundamental conditions for the harmonious development of tourism. Similarly, rational management of tourism may contribute to a large extent to protecting and developing the physical environment and cultural heritage as well as improving the quality of life.

The quotation implies the need for comprehensive approach to the development and management of tourism at the destination. Without this approach, environment degradation will occur and sustaining tourism resources in the long term may not be possible.

Equator. Imaginary line running round the surface of the earth, at an equal distance from the North and South Poles.

Escherichia. One of the Enterobacteria commonly found in faeces; *Escherichia coli* = Gram-negative bacillus associated with acute gastroenteritis and traveller's diarrhoea.

Escudo. currency used in Portugal.

Esky. (in Australia) insulated container for keeping food and drink cool (as on a picnic).

Establishment. (a) commercial business; he runs an important catering establishment (b) number of people working in a company; to be on the establishment = to be a full-time employee; kitchen with a budgeted staff of fifteen.

Escort Tour. A professional tour escort who is often called tour manager or courier.

ETA/ETD. What hotels would like to know-estimated time of arrival and estimated time of departure.

Ethnic. Referring to a particular race or country; ethnic food = food (such as Chinese, Indian, Caribbean food) from a particular country which is not European; ethnic restaurant = restaurant serving ethnic food

European Plans (EP). European Plan (EP) European plan (EP) means that no meals are included in the price. This is the most commonly used room rate quoted by North American hotels. American Plan (AP) includes all meals in the tariff.

Hotels normally have a maximum rate that they will charge from their patrons. It also depends on the number of people staying in the room. Most hotels have their printed tariff and in some countries the law provides that the rate be pasted on the inside of the entrance door of each room.

This is called the *rack rate*. But rack rate is not always the rate that will be paid by each guest.

Like Airlines, hotels too have a system of tiered, or discounted rates.

Revenue not received for a vacant guest room is lost forever. For this purpose, a hotel may discount its printed tariff in favour of certain categories of people to attract more customers. For instance, there are special rates for airlines employees government servants, companies and corporations giving regular and guaranteed business to a hotel. There are also attractive group rates for tour-groups.

The loss due to cut rates is often made up by larger food and beverage sales.

Euro. Referring to Europe or the European Community.

Evaluating Tourism. The monitoring process feeds into the evaluatory exercise. The evaluation of the tourism sector should include a comprehensive review of the performance

of the sector against established targets; an examination of component activity and consideration of future needs and changes. It might be argued that this evaluation is already done by national planners. In some countries it is attempted but often with inadequate data and with limited attention to the non-economic dimension. More economic analysis of tourism would certainly improve the evaluatory process by providing sound quantitative data. At present, as noted above, much of this evaluation is made on subjective rather than an economic criteria.

Tourism is a complex activity: multisectoral in scope with wide ramifications. In developing countries the limited technical and financial restrict analysis of tourism and its impact. In some countries expansion of visitor arrivals is the main priority with the implications of that priority not considered or debated. In other countries, tourism planning and tourism promotion are interchangeable terms, with promotion carried out without proper demand studies. For a tourism policy to be workable it must be relevant to the political and administrative structure of the host country and be capable of execution within the existing level of development and available resources of the country.

A tourism development strategy therefore promotes consideration of development objectives; the refinement of these objectives into policy statements; and the implementation of policy through development plans. Because of the interface between the public and private sectors, there is a role for government in this process. Many aspects of policy formulation cannot take place without government involvement. This does not imply that government has to be the dominant partner in the development process it may prefer an enabling rather than operational role. Whatever role it adopts, it will certainly be seen as the arbiter between economic, social and environmental issues, which are likely to become more important. A strategy for tourism development not only

focuses on the needs of the tourist and tourism sector but also on the host community without whose goodwill and receptiveness tourism cannot flourish.

Evacuate. To get people to leave (a dangerous building or an aircraft on fire, etc.); the hotel guests were evacuated by the fire service.

Evening. Part of the day, between the afternoon and night; they took an evening.

Exchange Voucher. A document which is issued by a carrier or its agents requesting issue of an appropriate passenger ticket and baggage check or provision of services to the person names in such document.

Excursionist. A temporary visitor who is staying less than twenty-four hours in the country visited.

Examine. To look at (someone or something) very carefully to see if it can be accepted; the customs officials asked to examine the inside of the car.

Exclude. To shut out (something) from somewhere.

Excursion. Short visit (often no longer than one day), returning to the place from which you left; excursion fare or excursion rate or excursion ticket = special cheap fare offered on certain journeys.

Exemption. Freeing something from a contract or from having tax paid on it or freeing someone from having to pay tax; exemption from tax or tax exemption = not being required to pay tax; as a non-profit-making organization you can claim tax exemption.

Exit Way out; the customers all rushed towards the exits; emergency exit or fire exit = special way out of a building, used if there is an emergency or a fire.

Expatriate. Person who lives and works in another country.

Expenditure. Amounts of money spent; below-the-line expenditure = exceptional payments which are separated from a company's normal accounts; capital expenditure = money spent on fixed assets (such as property, machines or furniture); the company's current expenditure programme = the company's spending according to the current plan; heavy expenditure on equipment = spending large sums of money on equipment (Note: no plural in British English, but US English often uses expenditures).

Extractor. Machine which removes something; juice extractor = machine which squeezes the juice from fruit.

Extremely. Adverb very much; it is extremely difficult to spend less than \$ 50.00 a day on meals; the restaurant service is extremely efficient.

Extender. Food additive which makes the food bigger or heavier (without adding to its food value); meat extender = any edible material or mixture added to meat preparations to increase their bulk.

External. Outside a country; external account = account in a British bank of someone who is living in another country; external phone = phone directly linked to an outside line; external trade = trade with foreign countries; relieving something from a contract or from having tax paid on it or freeing someone from having to pay tax; exemption from tax or tax exemption = not being required to pay tax; as a non-profit-making organization you can claim tax exemption.

F

Facilitation. Refers to the act of assisting progress or helping to move forward. To make easier or less difficult. Promoting any measure which will facilitate international travel with prime emphasis on achieving minimum entry and exist formalities for temporary visitor.

Facilities. The services which enable tourists to enter and move around the country with the maximum of ease and the minimum of obstacles and to secure maximum enjoyment of their visit.

Fam Tour. A familiarisation tour is one in which new insights into a destination are offered to a group of travel agents, tour operators and the media.

Facsimile. Facsimile (copy) = exact copy of a document; see also FAX.

Faeces. Stools or bowel movements, solid waste matter passed from the bowels through the anus.

Faites. Marcher French phrase (meaning 'get (something) started') used by waiters to ask the kitchen to get a dish ready.

Famous. Very well known; the company owns a famous department store in the centre of London.

Farinaceous. Referring to flour or containing starch; farinaceous foods = foods (such as bread) which are made of flour and

have a high starch content.

Fascia. Board over a shop on which the name of the shop is written.

Fast. Cooked food which can be prepared, bought and eaten quickly, such as hamburgers, hot dogs, pizzas, etc.; she decided to invest in a fast-food franchise; fast-food outlet = snack bars or restaurants offering fast food (often part of a franchise operation).

Fathom. Measure of depth of water (= 1.8 metres).

Fauna. Wild animals (of an area).

Favourite. Or US favorite adjective which is liked best; a favourite tourist spot; this brand of chocolate is a favourite with the children's market

Feasibility. Ability to be done; feasibility study = study to see if something can be done

Fest 1. (a) special religious day when a saint or special event is remembered (b) very large meal; 2 verb to eat a very large meal

Federal. Aviation Administration (FAA) U.S. government agency which regulates the operation of civilian airlines.

Ferment. To change by fermentation; cider has to ferment for at least ten weeks before it is ready to drink.

FHRAI. To protect the interests of hotels and hoteliering, Indian Hotels have their representative organisation with headquarters in New Delhi. It is called the Federation of Hotels and Restaurants Associations of India (FHRAI). They have regional offices in Calcutta, Bombay and Madras.

The objectives of the Federation are to upgrade the professional standards of hotels and to get for the hotel industry a fair deal from the Government.

On the international level, there is the International Hotel

Association (IHA) based in Paris. IHA helps Hotel Associations in different countries of the world. FHRAI is an important member of the IHA and a senior hotelier of India, Ram Pershad of the Ambassador Hote, New Delhi, is its Vice President.

Fifth Freedom. Traffic rights of an airline to pick up passengers from one country to another--neither of which is the flag state of the airline. Example : Air India picking up passengers from London to New York.

First Class. Symbolised by "F" separate compartment superior seating, a la carte menu, unlimited stop overs the-most pampered passengers in the airlines industry.

FIT. For free individual traveller, loved by the travel industry because he is full fare paying guest.

Field. noun in the field = outside the office or among the customers; we have sixteen reps in the field; first in the field = first company to bring out a product or to start a service; field research or field work = examination of the situation among possible customers (as opposed to desk research); they did a lot of field work to find the right market for their new service.

Fig. Juicy sweet sweet fruit of a semi-tropical tree (*Ficus*), grown mainly in Mediterranean countries and eaten either as 'fresh figs' or 'dried figs'.

Finger. (a) *finger biscuit* = biscuit shaped like a finger; *finger bowl* = bowl of water (often with a slice of lemon in it) put beside a guest's plate, so that he can wash his hands after eating (especially used when serving shellfish); *finger buffet* = buffet where snacks are served which guests eat with their fingers (sandwiches, small pastries, etc.), as opposed to a 'fork luncheon'; *fish fingers* = pieces of white fish shaped into oblonges and coated with breadcrumbs and fried (b) *covered walkway* which connects an aircraft with the terminal building, so that passengers can walk onto or off the aircraft

easily (it extends from the terminal to the forward door on the aircraft) (NOTE: also called airbridge or jetway).

First. Person or thing which is thee at the beginning or earlier than others; first name = a person's Christian name or given name, as opposed to the surname or family name.

Fixtures. Plural noun objects in a property which are sold with the property, both those which cannot be removed and those which can.

Floating Hotels. As the name suggests, these hotels are located on the surface of the water. It may be on sea water, river water or on a lake. All the facilities and services of a hotel are provided in these hotels. These hotels are very popular in many countries. In many countries old luxury ships have been converted into floating hotels and are proving very popular among tourists. The atmosphere they provide is exclusive and exotic. In India, floating hotels in the form of house boats are very popular with tourists.

Flagellate. Type of parasitic protozoan which uses whip-like hairs to swim (such as Leishmania).

Flaky. Pastry type of soft pastry which breaks into flakes easily when cooked.

Flapjack. Flat cake made of oats, honey, nuts, etc.

Flea. Tiny insect which sucks blood and is a parasite on animals and humans.

Fleece. To charge (someone) too much; the bars round the harbour are waiting to fleece the tourists.

Fleet. (a) group of ships belonging together (b) group of vehicles belonging to the same owner; the airline's fleet of Boeing 747s; the hotel has a fleet of limousines to take guests to the airport.

Flesh. (a) soft part of the body covering the bones (b) soft part of a fruit

Flexible. Adjective which can adapt easily

Flip. Chart way of showing information to a group of people, a set of large sheets of paper held on a support, each sheet can be turned over to show the next one

Flora. Wild plants (of an area)

Floret. Little flower which is part of a flowerhead (such as a cauliflower)

Flotilla. Group of small ships sailing together; we went flotilla cruising in the Aegean

Flush. To flush the toilet = to pull or push a knob or handle to get rid of the waste in a toilet bowl; flush toilet = toilet where the waste matter is removed by a rush of water

Flute. Tall narrow wine glass on a stem, used for serving champagne

Folder. One piece of illustrated paper which can be folded. It is usually printed on a single sheet and then folded for easy handling.

Food and Beverage Department. The Food and Beverage Departments are the key to the success of a hotel. Most hotels have a banquet-manager who organises and looks after large parties like dinners for hundreds of guests to a convention, marriage receptions and other functions. Food departments are headed by executive chiefs. Each restaurant has generally a separate manager. Bars fall within the purview of the food and beverages department.

Many hotels in developed countries have more revenue from food and beverages than from rooms. In India, revenue from rooms often exceeds food and beverages because there are several restrictions on the sale of alcoholic beverages. Besides, there is an expenditure tax of 20 per cent levied by the Central Government on food and beverages consumed in hotels exceeding a tariff of 1,200.

Forecasting in Marketing Tourism. Forecasting related to market measurement has a special and key function. It represents target setting, and is a principal objective of market planning. The individual market studies will be compared with the national and as appropriate regional studies. Projection of historic trends will be modified firstly, be reference to product changes and major supply developments, secondly, by taking into account external factors (national economic situation, international market situation, fiscal burdens, inflation and political stability).

Finally, the commercial operator, whether in the public or private sector will seek the maximise revenue and profits in moving towards maximum efficiency in use of resources. His own market measurement will have indicated changes in his market share, new opportunities, the competitive advantages or dangers. Since tourism is essentially a market force requiring a package of services and attractions, the individual operator must take into account his partners' forecasts and plans related to them, and in marketing seek to take advantage of the co-operative task where this supports his own competitive role, as in part it will.

Forecasting methods will follow the national pattern, but must be modified in the light of the specific service or trader's market study, and forward plan remembering that the forecast in this case is the business target or plan.

Formulating a Policy for the Tourism Sector. Many of the world's countries now regard tourism as an important and integral aspect of their development strategies. In the literature on tourism, most studies give emphasis to the economic benefits derived from tourism. These benefits are usually encapsulated in contributions as foreign exchange earnings, government revenues, regional development stimuli, and creation of employment and income.

It is however, necessary to remember that tourism is more than an economic activity. It is, in essence, a massive

interaction of people, demanding a wide range of services, facilities and inputs which generate opportunities and challenges to host countries. The multi-faceted nature of tourism does not permit it to be described as an *industry* in a technical sense; it has no single production characteristic or defined operational parameters. Its economic dimension cannot occur without inputs of a social, cultural and environmental nature.

It is the wide ranging and complex nature of tourism which requires careful analysis. Individual *ad hoc* responses to tourism opportunities and problems do not constitute a *policy for tourism*. Such responses might merely provide short-term solutions to essentially long-term problems.

There is no simple consensus on what is meant by the term policy. The Oxford Dictionary offers two definitions: 'prudent conduct' and 'a course of general plans of action'. What may be implied from both definitions is the notion of a reasoned consideration of alternative options. In tourism, with its many complexities and manifestations, it is often very difficult to define options let alone select a preferred course of action. Despite these difficulties, countries do require a policy guidelines for the tourism sector. In this context we may pose two questions: why is such a policy necessary? and who should formulate the tourism policy?

Four "P"s. While preparing a successful Marketing Plan, we deal with four variables called the 4 "Ps" in marketing jargon. These are:

1. **Product:** In tourism, it means attractions, friendliness of the people or tourist resources of a country. In the case of an airline, it means not only the seat in the plane, but also the courtesy, attention, punctuality, quality of food and other services. Similarly, a hotel room means much more than a room.
2. **Price:** It implies the optional rate at which a tourist

product could be sold.

3. *Place* : Most suitable distribution channels, i.e., the places where the product could be effectively sold.
4. *Promotion* : The entire gamut of the communications process required to let customers know about the product.

Every national tourist organisation, airlines, major hotel or hotel chain has a marketing division to organise the above marketing process for success. Small business operations like travel agencies can develop their own marketing plans without outside help.

Once we collect all the data about the market, the next step is communication to carry information to all the participants in the chain of distribution and the end user, the consumer. This includes all aspects of promotion : advertising, public relations, sales brochures, merchandising, sales calls, newsletters, direct mail, etc.

An essential factor in successful marketing is that all promotion must be based on facts and truthful description of the product. Exaggerated descriptions are counter-productive and should be avoided. Our advertising message, brochures, newsletters should be contain information which is credible.

Foil. Thin metal sheet; (cooking) foil = thin sheet of aluminium or tin sed especially to wrap food in.

Fold away. To bend something so that it takes less space; (in a plane) *fold-away table*=table attached to the back of the seat in front of the passenger, which can be folded away after use; *fold-away seats* = seats which can be folded up to take less room.

Folder. Cardboard envelope for holding papers.

Fondue. Cheese fondue or fondue bourguignonne = dish of melted cheese, wine and kirsch, into which cubes of bread

are dipped (the dish is found in Switzerland and Eastern France).

Fool. Type of creamed fruit dessert, usually made with acid fruit such as gooseberries or rhubarb.

Forbid. To tell someone not to do something or to say that something must not be done; women are forbidden to go into the temple; the staff are forbidden to use the front entrance; swimming in the reservoir is forbidden.

Fore and aft To the front and to the back of an aircraft; the toilets are located fore and aft.

Forecourt. Area in front of a building, into which vehicles can be driven; there are taxi waiting in the station forecourt.

Form. Official printed paper with blank spaces which have to be filled in with information; you have to fill in form A 20; customs declaration form; a pad of order forms; application form = form which has to be filled in when applying; claim form = form which has to be filled in when making an insurance claim; registration form = form which has to be filled in when registering at a hotel, a conference, etc.;

Formality. noun something which has to be done to obey the law; customs formalities = declaration of goods by the shipper and examination of them by the customs.

Fortify. Fortified wine = wine, such as port or sherry, which has extra alcohol added.

Foster. To encourage (an idea, etc.); tourism fosters interest in other countries.

Four. Number the four O's = simple way of summarizing the essentials of a marketing operation, which are objects, objectives, organization and operations; the four P's = simple way of summarizing the essentials of the marketing mix, which are product, price, promotion and place.

Fowl. Domestic birds kept for food or eggs (chickens, ducks,

turkeys and geese); wild fowl = game birds which are shot for sport.

Foyer. Entrance lobby of a hotel or restaurant or theatre or cinema; we'll meet in the foyer at 9 p.m.

Franchise. When a hotel chain lends its name but not its management expertise to another property, it is called franchise.

Franchisin. A majority of the worldwide hotel chains fall in this category. Franchised hotels are usually owned and operated by the same person of the same company. The hotel operator (Franchise) draws up contract with the franchisor to maintain certain operating standards, to use the franchise name for his hotel or motel.

The franchise in turn, receives benefits in terms of increased international business, training of staff and upgrading of the property.

The franchise pays to the franchisor fees and a certain percentage on the sale of the room. Terms differ from property to property and country to country.

Free Sale. When there is no embargo on the quota of rooms sold by the agent.

Frankfurter. Long thin sausage of spicy pork meat

Frequent. Happening often; doing something often; frequent flyer or frequent traveller or frequent user = person who travels often (with the same company), and so gets special treatment

Fricassee. 1. Dish of pieces of meat cooked in a rich white sauce; chicken fricassee 2. verb to stew meat (usually chicken) with vegetables in a little water, which is then used to make a rich white sauce

Frisk. To search (someone) by running the hands over his body; when they frisked him at the airport, they found a knife

hidden under his shirt

Fritter. Piece of fruit, meat or vegetable, dipped in a mixture of flour, egg and milk and fried; apple fritters; banana fritters

Frozen. (a) very cold (b) at a temperature below freezing point; use frozen prawns if you can't get fresh ones; frozen food = food stored at a temperature below freezing point;

Fruit. Part of a plant which contains the seeds and which is often eaten raw; fruit salad = pieces of fresh fruit mixed and served cold; dried fruit = fruit that has been dehydrated to preserve it for later use (currants, sultanas and raisins are dried grapes)

FTS. Foreign Travel Scheme--a programme under which Indian travellers going overseas can carry US \$500 every third year. But if it is a neighbouring country that you are heading for, the NTS or Neighbouring Countries Travel Scheme applies with allowances of US \$250 only.

Fuel. Surcharge noun extra amount added to an air fare, to cover increased fuel costs which have come into effect since the air fare was calculated.

Function. (a) gathering of people (b) party, usually when a group of people gathers for a meal; a club function is being held in the main restaurant; function chart = chart showing the function rooms in a hotel, with the functions which will be heldeed in them over a period of time; function diary = list of dates of functions to be held in a hotel, with times, rooms booked, etc.; function room = special room for holding functions in.

Fund. To provide money for (a special; purpose).

Futures. Trading in shares or commodities for delivery at a later date; futures contract = contract for the purchase of commodities for delivery at a date in the future.

G

Galley. Kitchen on a boat or aircraft; the stewardess will get you some water from the galley.

Gamma. Rays which are shorter than X-rays, given off by radioactive substances and used in food irradiation.

Gammon. Smoked or cured ham, either whole or cut into slices; gammon steak = thick slice of gammon; grilled gammon steak with pineapple.

Garbage. Refuse or rubbish; US garbage can = dustbin, a container for refuse.

Garlic. Plant whose bulb has a strong smell and taste, used as a flavouring; garlic bread = bread spread with a mixture of butter and crushed garlic, warmed in an oven.

Gasoline. US petrol.

Gastroenteritis. Inflammation of the membrane lining the intestines and the stomach, caused by a viral infection and resulting in diarrhoea and vomiting.

Gavel. Small wooden hammer, used by an auctioneer to hit the table to show that a bid has been successful, or by a toastmaster to call the attention of guests to a speaker.

Gelatin. Protein which is soluble in water, made from collagen.

German. Referring to Germany; German sausage = frankfurter or other similar smooth meat sausage; German wine = wine

from Germany.

Geyser Hot spring, where water shots up into the air at regular intervals.

Gherkin. Small vegetable of the cucumber family used for pickling.

Giardia. Microscopic protozoan parasite in the intestine which causes giardiasis.

Gift. Thing given to someone; gift coupon or gift token or gift voucher = card, bought in a store which is given as a present and which must be exchanged in that store for goods; we gave her a gift token for her birthday; gift shop = shop selling small items which are given as presents; free gift token for her birthday; gift shop = shop selling small items which are given as presents; free gift = present given by shop or business to a customer who buys a certain amount of goods.

Gill. Measure of liquids, equal to a quarter of a pint.

Gippy. Tummy noun (humorous) diarrhoea which affects people travelling in foreign countries as a result of eating unwashed fruit or drinking water which has not been boiled (NOTE: also called Delhi belly, Montezuma's revenge, etc.).

Given. Especially US first name or Christian name of a person, as opposed to the surname or family name.

GIT. Not as loved, because this group inclusive traveller avails discounts on rooms and seats.

Glacier. Noun river of ice which moves slowly down from a mountain.

Glucose. Dextrose, simple sugar found in some fruit, but also broken down from white sugar or carbohydrate and absorbed into the body or secreted by the kidneys.

Goal. Aim, the thing you are trying to achieve.

Goat. A hardy ruminant animal usually with horns; goat's cheese

= cheese made from the milk of a goat (NOTE: males are bucks, females are does, and the young are kids).

Goblet. Drinking glass with a stem (large goblets are used for serving bottled beer, small goblets are for wine).

Golf. Game for two people, or two couples, where a small hard ball is struck with long-handled clubs into a series of holes (either 9 or 18), the object being to use as few strokes as possible.

Gourmet. Person who knows a lot about and appreciates food and wine; a gourmet meal; the restaurant offers a gourmet menu.

Government Tasks of Tourism. The economic and social importance of tourism and the incidence on the resident community are too great to leave the development of future trade entirely to the private sector. Government has an interest in or must accept responsibility for action in the following fields:

1. International trade and at least the longer term implications of the balance of trade and payments. There must be fair competition. National or international industries - some publicly owned - must enjoy favourable conditions for prosperous trading and investment.
2. Government is vitally concerned with employment and training. Tourism is the largest single employer, and offers greater opportunities for new job creation through future expansion than any other industry.
3. Tourism is an effective agency for regional development, urban regeneration and redistribution of income and prosperity between richer and poorer areas.
4. Tourism is a natural partner for agriculture and a suitable development in rural regions which can help to

stabilise resident populations and provide the necessary infrastructure of transport and public services needed for secondary industry and commercial growth. The EC has recognised the importance of tourism in offering alternative economic support in areas where agricultural production is declining or suffering readjustment through changing government policies reflecting new and different needs.

5. The state has always accepted rural responsibilities. Government may have social policies for recreation, health, education and other services involving travel: youth, senior citizens, disabled etc.

Government Tourism Functions. The principal departments of the Government will have functions affecting the travel trade. In Brussels at least ten out of the 23 Directorates of the Commission of the European Communities have tourism responsibilities, usually more far reaching than that of the one Directorate (DG XXIII) nominally responsible for tourism matters. The following government activity can control the basic conditions for tourism development.

1. Financial and fiscal regulation (including customs and excise);
2. Transport policy, and in certain cases transport operation e.g. state railways, road building and transport infrastructure; security and policing : including frontier controls, passports, visas etc.;
3. Health and social services;
4. Environment and conservation, including planning controls.

Major tourist attractions will be directly affected by the government agencies responsible e.g. heritage and cultural activity is generally an area for state intervention. So also is sport and recreation. The provision of recreation

infrastructure may be very costly and *unprofitable*. Many of these functions may be devolved not only to specialist agencies but to local (and regional) government.

Green Channel. If you have nothing taxable to declare, you breeze through the Green Channel. But, the Customs can check you. If you are caught, you are in trouble.

Green Tourism. Outdoor activities are growing in popularity, demand for rural holidays and farm holidays is increasing. It seems certain that tourism providers will increasingly have to meet the needs of a much more environmentally aware traveller. Planning applications will undoubtedly come under closer scrutiny. Energy conservation, architectural design which blends unobtrusively, materials used in construction which are *green* will be called for by an ever more environmentally aware traveller and consumer.

Destinations which offer a clean, attractive environment will have a substantial advantage in the future. Environmental concerns will affect decisions about tourist destinations. The environment is a key tourism resource.

Environment impact is a major concern in the development of tourism projects. Lack of attention to the possible impacts may lead to the degradation of the very resources on which tourism is based. Equally however tourism development can have a positive impact, particularly on the built environment through the upgrading of buildings and provision of infrastructure. It is apparent that if tourism agencies and developers involved in tourism projects are to assess the environmental impact of their proposals quickly, cheap, yet reliable methods of assessment are needed.

The utilisation of the Delphi technique represents one such approach.

Indeed the dependence of tourism on quality natural resources makes environmentally caring policies

economically sound policies. Furthermore, increasing leisure time, at least in Europe, will mean that tourism developments will increasingly need to cater for the leisure need of the local population as well as the incoming tourist. Local people will thus have a say in developments and therefore environmental issues. The World Bank and the World Tourism Organisation (WTO) both argue strongly for environmentally sound development as do an increasing number of national tourist organisations.

Tourism developments will need to be aware of consumer expectations, changing demographics and life styles. How will the industry respond to the challenge?

Ground Arrangements. All services provided for the traveller by his tour operator after the traveller reaches his first foreign destination. Also referred to as Land Arrangements.

Group. Generally consisting of 15 or more persons (though 10 will also do) and accompanied by a group leader or a tour leader : the group pays, the tour leader gets it all free.

'Group Inclusive Tour' (GIT). This is the most popular form of tour in this category where people travel in groups of 15 or more persons. These tours are available for any destination. The terms and conditions for group inclusive tours are laid down by IATA. These tours are comparatively more flexible. The traveller can buy a pre-determined package with arrangements for sightseeing, hotels and certain meals, where necessary. He does not travel with a group. He can make his own arrangements and programmes according to his liking. The inclusive tour is one of the several devices which enable tourists to enjoy the lower price.

Granadilla. noun *Passiflora edulis*, the passion fruit, a climbing plant with purple juicy fruit. It is native to Brazil.

Granary. noun place where threshed grain is stored (now often used as a trade name for bread or flour containing malted wheat grain).

Gratis. Free or without paying anything; we got into the exhibition gratis.

Gratuity. Money given to someone who has helped you; the staff are instructed not to accept gratuities.

Gravlax. Gravadlax noun Scandinavian dish of raw salmon pickled in salt, sugar and herbs, served sliced thinly with brown bread.

Grease. Thick oil, used to make machines run smoothly.

Green. Referring to a concern about the environment; green space = area of land which has not been built on, containing grass, plants and trees; green holidays or US green vacations = holidays spent in the countryside doing work which helps the environment.

Greenwich. Mean Time (GMT) noun local time on the 0° meridian where it passes through Greenwich, England; used to calculate international time zones.

Greeter. US man whose job it is to receive guests as they enter a restaurant and show them to their tables (a woman who does this is called a 'hostess').

Griddle. Flat metal sheet which is heated, and on which food can be cooked (used for short-order breakfasts, Japanese food, etc.).

Grip. Holdall, a soft bag for carrying clothes, etc., when travelling.

Grits. US ground maize, cooked in milk or water, then fried and eaten as a breakfast dish.

Grocer. Person who sells food in packets and tins, such as biscuits, sugar, tea, etc.

Groom. To look after or to make smart; you groom ski slopes before a competition.

Grub. (informal) food; pub grub = simple snacks which are

typically available in most pubs (pies, sandwiches, salads, etc., the hot food usually being warmed in a microwave).

Growth of Tourism, Factors Influencing of. Socio-economic factors like income, mobility, age, education and cost are thus crucial in the evolution of demand. Together with leisure these are responsible for determining the growth of international tourism. The most comprehensive list of factors influencing the growth of tourism, however, comes from Louis Erdi (1970) of the Swiss Federal University. The list includes:

- (i) Greater affluence and more leisure for an increasing number of people, particularly in the developed countries.
- (ii) The emancipation of the young, and the relatively higher wages they possess (when they have no family responsibilities), enabling them to travel.
- (iii) Transport facilities, especially air, very much better and cheaper, and there is high rate of car ownership.
- (iv) An enormous growth in international business, necessitating travel.
- (v) Package tours allow people unused to making their own arrangements to travel with an easy mind, and are good value because of bulk buying of transport and hotel accommodation.
- (vi) Relief from adverse climatic conditions in the home country may be found abroad.
- (vii) Travel has become a status symbol.
- (viii) Conferences and business meetings are proliferating.
- (ix) Better education has interested a large section of the public in cultural tourism.
- (x) World exhibitions and trade fairs have become very

popular.

- (xi) Publicity has become more and more aggressive, wheting the appetite of even the most unwilling to travel.
- (xii) Ideological pressure groups (political, cultural, scientific, etc.) hold more and more annual conventions etc.

Group or Organised Trips. The following steps are involved in organising group or organised trips:

- (i) This type of travel is customarily arranged by the travel agent after establishing the estimated number of participants.
- (ii) Group travel can be a request from an enterprise (company) or a community and in this case the travel agent should be able to determine in advance, the number of participants.
- (iii) Even in a group travel, the implementation phases can be identified as (a) study of itinerary, (b) compiling of estimates, (c) execution of the journey, (d) documentation of accounts.
- (iv) For the preparation of the itinerary it is necessary to know the type of locality to be visited, means of transport and type of hotel, etc., to be used. An important element regarding group travel is the itinerary planning.
- (v) Group travel can also be arranged for certain events e.g., Olympic etc., and in this case, there will be a need for launching a certain type of publicity campaign.
- (vi) While compiling, of estimate travel agent needs to evaluate various services to be offered (accommodation, entertainment, cost of messages, etc.).
- (vii) For hotel bookings, the travel agent uses various

means. During 'low season', he uses the *allotment system*: the hotelier pledges to hold at the disposition of the travel agent a certain number of beds that he will utilize and for which he need not pay a penalty if he is unable to fill them.

- (viii) Once the consent has been received, the travel agent will send to the hotel or hotels a tentative rooming list with indication of names and various types of arrangements needed. Only at the time of group departure, the travel agent will transmit a confirmed rooming list to the hotel with last minute variations, if any.
- (ix) When the group is particularly large, e.g., for sports, etc., the travel agent needs to take extra care by way of informing public authorities for the purposes of security etc.

Growth of International Tourism. International tourism has growth steadily since 1950, as also tourism expenditure. Revenue from tourism means a lot to the host country as it is contributed by foreign visitors in foreign exchange which the host country can use for its economic development. An idea of the growth of tourism and tourism expenditure in India can be had from the following chart:

World Tourism Growth 1950-91

<i>Year</i>	<i>International Tourist Arrivals (Thousands)</i>	<i>International Tourist Receipts Millions of US Dollars</i>
1950	25,262	2,100
1960	69,296	6,867
1965	112,729	10,073

1970	159,690	17,900
1975	214,357	40,702
1980	284,840	102,363
1985	325,725	108,091
1990	429,000	249,000
1991	450,000	278,000

Source : W.T.O

It is evident that tourism is a growth-oriented industry. It has never looked back since it started in the early fifties.

In 1989, the following 10 countries where the world's top tourist destinations and spenders:

<i>Destinations</i>	<i>Arrivals</i>	<i>Earners</i>	<i>(Million)</i>	<i>Spenders</i>	<i>(Million)</i>
<i>(Thousands)</i>		<i>(US Dollars)</i>		<i>US Dollars</i>	
France	43,000	USA	34,432	USA	34,977
USA	36,604	France	26,500	Germany	24,127
Spain	35,600	Spain	16,172	Japan	22,490
Italy	27,000	Italy	11,452	UK	15,228
Austria	18,202	UK	11,239	France	10,292
UK	17,204	Austria	9,316	Italy	6,707
Canada	15,113	Germany	8,658	Netherlands	6,454
Germany	14,653	Switzerland	5,568	Canada	5,687
Switzerland	12,600	Canada	4,937	Austria	5,027
Yugoslavia	8,644	Hong Kong	4,595	Switzerland	4,907

Source : W.T.O

GSA. General Sales Agent. He/she represents an airline or a hotel as its sole sales agent in a given area.

Guaranteed Tour. Refers to a tour which is guaranteed to operate unless cancelled 60 days prior to departure. In the

event of cancellation within 60 days of departure date, full commission is paid to agents of sold Clients.

Guide. A person who is licensed to take paying guests on local sightseeing excursions.

Guided Tour. A tour which is conducted only by local city guides.

Guava. Orange-coloured tropical fruit with pink flesh, from a common tree (*Psidium guajava*).

Gueridon. French noun (a) side table, on which the waiter places dishes, and from which the guests are served (b) trolley (for bringing food to the table).

Guilder. Unit of money used in the Netherlands.

Guinea. Fowl noun small black bird with white spots, raised for its meat which has a delicate flavour similar to that of game birds.

Gullet. Oesophagus, the tube down which food and drink passes from the mouth to the stomach; she had a piece of bread stuck in her gullet.

Gumbo. (a) Okra, a vegetable (*Hibiscus esculentus*) with a green pod used in soups (b) dish from the South of the USA, especially Louisiana; a type of thick soup or stew, made with meat or fish and okra.

Gymnasium. Hall for indoor athletics and exercises (NOTE: also called gym for short).

H

Haddock. Common white sea fish; smoked haddock = common smoked fish, which is yellow in colour.

Haggis. Scottish dish, made of sheep's heart, liver, etc., and oatmeal, boiled in water.

Halal. (food) prepared according to Moslem law; halal butcher = butcher who prepares meat according to Moslem law.

Half. Board special rate for guests staying at a hotel, who take breakfast and dinner at the hotel, but not lunch (also called 'demi-pension').

Halibut. Type of flat white sea fish.

Hamburger. Round, flat cake of minced beef, grilled or fried and usually served in a toasted bread roll; the children want hamburgers and fries for lunch; hamburger bar = simple restaurant serving hamburgers; hamburger roll = soft round bread roll suitable for serving a hamburger in.

Handicap. Physical or mental disability.

Happy hour. Time (usually in the very early evening) when a bar offers cheaper drinks, to encourage customers to come in early.

Hard. Not soft, firm to the touch; we prefer to have a hard mattress; hard cheese = cheese which has been pressed and so is hard.

- Hash.** Dish prepared from chopped meat and vegetables; US corned beef hash = dish made of corned beef, onions and mashed potatoes, cooked in the oven; hash browns see BROWNS.
- Hat.** Covering for the head; chef's hat = tall white hat, traditionally worn by chefs; the hat indicates who is the main chef, and is also useful in keeping the hair out of sight; the Michelin restaurant guides use a chef's hat as a symbol of quality.
- Hatch.** Opening in the floor or wall with a little door; service hatch or serving hatch = small opening in a wall for passing food and crockery from a kitchen to a dining room.
- Hazelnut.** Small round nut with a smooth shiny shell.
- Health Tourism.** The people take trips to have medical treatment elsewhere or to visit places where there are curative possibilities such as hot springs, spas or yoga institutes. This is called Health Tourism.
- Helicopter.** Aircraft with a large propeller on top which allows it to lift straight off the ground; he took the helicopter from the airport to the centre of town; it is only a short helicopter flight from the centre of town to the factory site; club class travellers have a free helicopter connection to the city centre.
- Hemisphere.** One of two parts into which the earth is divided.
- Herb.** Plant which can be used to give a certain taste to food or to give a certain scent.
- Heritage.** The environment, including the countryside, historic building, etc. seen as something to be passed on in good condition to future generations; the Highland Games is part of Scotland's *cultural heritage*; *heritage attraction* or heritage museum or heritage park = tourist facility which is based on a country's historical or cultural background.
- Herring.** Common sea fish; soused herring = herring which has been pickled in vinegar and herbs.

High tea. Large meal taken in the late afternoon.

High. Temperature short time (HTST) method noun usual method of pasteurizing milk, where the milk is heated to 72°C for 15 seconds and then rapidly cooled.

Highway. Main road; highway code = official rules for people using public roads.

Hinterland. Area inland from a sea port or around a large town.

Hitch. To hitch (a lift) = to ask a car driver or truck driver to take you as a passenger, usually by signalling with the thumb or by holding a sign with your destination written on it.

Hotel. A definition of the hotel as a business entity worthy of study was presented by hotel operators during the consideration of the hotel business to authorities of the National Recovery Administration, in Washington in 1933. This definition, as formulated by Stuart McNamara, was :

“Primarily and fundamentally an hotel is an establishment which supplies board and lodging, not engaged in interstate commerce, or in any interstate commerce (or so related thereto that the other), but is a quasi domestic institution retaining from its ancient origin certain traditional, and acquiring, in its modern development, certain statutory rights and obligations to the public, where all persons, not disqualified by condition or conduct, prepared to pay for their accomodation, are to be received and furnished with a room or place to sleep or occupy if such accomodations are available, and with such services and attention as are incident to their use of the hotel as a home, and/or with food, at stipulated prices, and with or without contract as to duration of visit, and which conducts, within the confines of its physical locations, this business of supplying personal services of individual for profit. Incidental to such fundamental an principal business, the hotel may furnish quarters and facilities for the

assemblage of people for social, business or entertainment purposes, and may engage in renting portions of its premises for shops and business whose contiguity is deemed appropriate to an hotel."

The common law states that a hotel is "A place where all who conduct themselves properly, and who, being able and ready to pay for their entertainment, are received, if there be accommodation for them, and who without any stipulated engagement as to the duration of their stay or as to the rate of compensation, are, while there, supplied at a reasonable cost with their meals, lodging, and such services and attention as are necessarily incident to the use of the house as a temporary home."

Hotels provide accommodation, meals and refreshments for irregular periods of time for those who may reserve their accommodation either in advance or on the premises. In broad terms hotels provide facilities to meet the needs of the modern traveller. The dictionaries define hotel in several ways : 'a place which supplies board and lodging', 'a place for the entertainment of the travellers', 'large city house of distinction, and 'a public building'.

Hollandaise Sauce. Sauce for meat, fish or vegetables, made of egg yolks, butter, lemon juice and sometimes vinegar.

Hollowware. Metal or china dishes from which food is served.

Hominy. US ground maize which can be cooked in milk or water; hominy grits see GRITS.

Homogenize. Verb to mix various parts until they become a single whole; to treat milk so that the cream does not separate; a litre of homogenized milk.

Honey. Sweet substance produced by bees; yoghurt served with honey is a popular Greek dessert.

Honeymoon. 1 noun holiday taken by man and wife immediately after their wedding; honeymoon couple = two

people on their honeymoon; honeymoon suite = specially decorated suite of rooms for honeymoon couples 2 verb to go on a honeymoon.

Hop. (a) short trip (especially in an aircraft) (b) bitter fruit used in making beer.

Hostel. (a) building providing rooms for students, etc. (b) youth hostel = building where young people may stay the night cheaply.

Hovercraft Vehicle which moves over water or land on a cushion of air.

Hotelier. A person, firm or corporation which provides hotel accommodation and/or meals, refreshments etc., to visitors.

Hotel Operation. A modern hotel is a major establishment. Gone are the days when an owner-manager was successfully running a hotel. He knew most of the guests by name and met them on arrival.

Today, the management of hotels is a sophisticated job manned by highly-trained people from hotel schools. Names of repeat guests are fed into the computers indicating their likes and dislikes in an attempt to make them feel at home and render special attention. A hotel has the following departments :

Primary Services

1. Rooms.
2. Food.
3. Beverages.

Ancillary Services

1. Guest Laundry and Valet Services.
2. Guest Telephones.
3. Other Guest Services.

Support Services

1. Marketing/Sales.
2. Property Operations.
3. Maintenance/Energy.
4. General Administration/Accounting.

Hotel Training. For successful hotel operations, trained manpower is needed. The Government of India has set up Institutes of Hotel Management, Catering and Nutrition in several major cities of India. These Institutes, under the Ministry of Tourism, provide three-year Diploma Courses to young men and Women who have passed their Higher Secondary examination. At the craft level, there are a number of Foodcraft Institutes providing one-year or 24 weeks craft courses. At present, there are 26 Hotel Training Institutes, 13 at the level of 3-year Diploma Courses and 13 at craft and reception levels. The higher institutes also offer post-diploma specialisation programmes of 18 months in hotel administration and food production.

The institutes have an apex body, Council of Hotel Management and Catering Technology, to provide direction to these Institutes, to upgrade the curriculum and to conduct examinations at a uniform all India level. These institutes have produced thousands of professionals, some of them now managing leading hotels in the world.

Some hotel chains have their hotel schools where they train their managers. Of these, the Oberoi School of Hotel Management has a good reputation internationally. Another important hotel school is run by the Welcomgroup at Manoipal, Karnataka.

Housekeeping. Housekeeping includes the servicing of guest rooms-cleaning bedrooms, staircases, public areas, cultural rooms, floral arrangements, first-aid to guests and lost property, etc. Laundry departments are part of the

housekeeping set-up. Soe very large hotels have laundries as a separate department.

Hub. (a) Centre of a where it is connected to the axle (b) central airport, from which domestic flights (called 'spokes') connect to international flights.

Hurricane. Violent tropical storm with extremely strong winds, in the Caribbean or Eastern Pacific Ocean (NOTE: in the Far East called a typhoon).

Huss. Small white sea fish.

Hydrofoils and Hovercrafts. Hydrofoils and Hovercrafts are over-the-water transport and used for short distances.

Hovercrafts are lifted by propeller induced pressure and run on a cushion of air, eight feet above the water. They can speed up to 125 kilometers an hour. Hovercrafts now ply on shot routes between Dover and Bourlogne on the English Channel. A giant craft can carry thirty passenger cars and 250 passengers at one time.

Hydrofoils are lifted by foil action through the water. These are relatively faster. There is thirty-five minute hydrofoil service between Copenhagen (Denmark) and Malmie (Sweden). Hydrofoils also operates between Miami and Fort Lauderdale in Florida in the USA; Naples and Carpi in Italy; and Spain and Morocco. Hydrofoils have been introduced to connect some of the Hawaiian Islands and also HondKong and Macau. The new fast jet-foils cross the forty miles of sea between Hong Kong and Macau in less than one hour.

Hydrocooling. Chilling of food, especially fruit and vegetables, by putting them in chilled water, which stops the process of ripening; see also REFRIGERATE.

Hydrofoil. Boat which skims fast over watter on thin legs.

Hypermarket. Very large supermarket, usually on the outskirts of a large town.

I

IAAI and NAAI. To manage airports in India, the Government of India has set up two separate authorities. The International Airport Authority of India (IAAI) manages the five major international airports at New Delhi, Bombay, Calcutta, Madras and Trivandrum. The National Airport Authority of India (NAAI) has been entrusted with the management of about 75 other national airports. Both are public sector organisations and work under the direction of the Ministry of Civil Aviation. Each of them has a Board of Directors and a chief executive who is called Chairman and Managing Director.

The two organisations have acquired enough expertise to undertake building of airports in other countries of the developing world.

IATA. The organisation which has made this possible is called International Air Transport Associations (IATA) with its headquarters in Montreal (Canada). It was established in 1945. Most scheduled airlines; government-owned or private-owned, are members of IATA and if some of them are not full members, they have joined IATA's revenue sharing system for international air tickets.

The system is called the IATA clearing house HOUSE. If the cost of a ticket is Rs. 50,000 it is shared on the basis of mileage flown by each airline and the carriers are paid

according to the rules governing the distribution of revenue. Since the entire international ticket is issued by the originating carrier, debits and credits often sort themselves out without massive payments. The magnitude of the Clearance House can be imagined from the fact that in 1990, payment worth SS \$9 billion were shared among 105 IATA member airlines.

IATA has 105 major airlines of the world as its members including Russia's Aeroflot, which recently joined the organisation.

IATA also regulates prices of tickets on different sectors of travel in the world. A lot of thought and effort is involved in deciding the tariff on a given route. The decisions are taken on a unanimous basis. Once the fare is approved by IATA every airline including non-members have to apply the same fare. All international fares are decided by IATA except when two sovereign governments decide to apply a special fare between their countries on the basis of a bilateral agreements. In such cases, IATA respects this fare. IATA governs only international fares and not domestic fares. Domestic fares are the concern of the respective airlines or governments. Airlines have to run on profits to remain in business. Therefore, considerations of profitability weigh in the determination of air fare in each sector.

The air fares are determined on different considerations like density of traffic demand in an area. For instance, the air fare over the Atlantic between Europe and USA are lower in terms of mileage compared to, say, the same distance between London and Delhi. The reason is that the density of traffic on the London-Delhi route is not as high as on the London-New York route. The capacity available on a certain route level of competition in the sector, the cost of operating that route are the other factors taken into account. All international fares are quoted in US dollars. Similar arrangements exist for determining of air cargo tariff.

If you hear that someone bought a ticket for less than the amount written on the ticket, it is due to the increasing practice of discounting done secretly either by the airlines concerned or by the travel agents. These discounts are given under the table and, therefore, it is not easy to police them. If proof is available, the airlines concerned can be technically fined by IATA or if it is not an IATA member, the local government can take punitive action. During these days of de-regulation, punitive action is an exception rather than the rule.

IATA Membership. Although one may find all travel shops calling themselves travel agencies the dependable travel agency is one displaying the logo of IATA (International Air Transport Association) appointed agent-their symbol is reproduced below. We will discuss IATA in detail in the Chapter on Airlines.

An IATA appointed travel agency is reliable because such a company has been approved by this international organisation after due scrutiny of their professional competence and financial reliability. Such agencies have given financial guarantees to the airlines against default. The agencies which are not IATA members may not be trustworthy because they buy tickets from other approved agents or the general sales agents of airlines and resell these to their clients, sharing a part of the commission. Their margin is so small they cannot give good service. Until a travel agency is approved by IATA, it cannot get commissions directly from an international airline. IATA approval does not automatically make an agency eligible for commission from Indian Airlines or Vayudoot. These two airlines have their own rules, regulations and yardsticks for approval.

Most IATA approved travel agents in India are also members of a national organisation called Travel Agents Association of India (TAAI). Its membership is further proof

at their reliability. The TAAI logo displayed in such travel agencies is like an ISI mark indicating professionalism and reliability. TAAI makes a close scrutiny before accepting new members.

The Travel Agents Association of India has its headquarters in Bombay and the organisation has seven Chapters or Branches in major cities of India. The objectives of TAAI are to protect the genuine and legitimate interests of the professional travel agency members. TAAI membership includes not only travel agencies but also domestic and international airlines, hotels, motels, resorts etc. At the annual conference of TAAI, called the Indian Travel Congress, they discuss their common problems. TAAI was established in 1950.

ICAO. While a stable air fare structure and the smooth working of international airlines system is provided by IATA, there is another equally important organisation which ensures the safety of flying. This organisation is called International Civil Aviation Organisation (ICAO) established in 1945, also based in Montreal.

This is an inter-Governmental organisation which means that only Government can be its members. The decisions taken by the organisation are ratified by each Government. To operate a commercial airline from one country to another, the two Governments have to enter into a bilateral agreement regarding the frequency of the flights. If Air India, for instance, wants rights to operate 10 flights a week to London, the British Government will demand reciprocal or better rights for British Airlines to fly to or through India. And if Air India wants right to fly and pick up passengers from London to New York, India must give similar rights to British Airways to fly from India to Hong Kong and Singapore, picking up passengers from India. There is a lot of bargaining on rights to fly to a destination and beyond for it is good business. All

Governments do it.

For special charter flights, prior Government permission is needed.

ICAO has been instrumental in drafting these agreements and later getting them ratified by each Government. ICAO has a membership of 125 nations. The main objective of ICAO is to ensure safety in the air. Recently, the ICAO passed a law on punishing hijackers of an aeroplane. The law was already been ratified by a vast majority of the countries of the world. Normally, no sovereign country would allow a foreign plane to overfly its territory. But, under ICAO agreements, commercial planes are allowed to overfly without any hindrance, even over countries that may not be very friendly to a carrier's country.

ID card. Card which shows a photograph of the holder, with the name, date of birth and other details.

Ideal. Perfect or very good for something; the cottage is an ideal place for birdwatching; this is the ideal site for a new swimming pool.

Identification. (a) saying who someone is or who something belongs to (b) document which shows who someone is; the manager asked him for identification.

Impacts and Implications of Tourism in Development Strategy. If we consider the era of modern tourism to be characterised by the macro movements of people for leisure purposes, then this can be said to date from the decade of the 1950s. In that decade, recovery from the ravages of World War II provided opportunities for people to enjoy higher levels of income and paid holidays which, in combination with other factors, boosted international travel. As international tourism grew, it received more attention from governments, specialist organisations and analysts. The analytical studies on tourism can be categorised into three periods. The first period up to about the mid-1970s, saw

much concentration on the economic impacts of tourism. Early studies by Bryden, Checci, Zinder and Archer were essentially economic analyses of tourism. The second period from about mid-1970s, saw the development of studies which were more critical of tourism's impact particularly relating to its effects on people and societies. Studies by de Kadt, Smith, Turner and Ash are examples. From the early 1980s onward much more attention has been given to the question of environmental issues in tourism. The Makrid conference is an example.

The position in 1990 is that tourism has achieved recognition as a major economic activity not only on a global basis, but also at regional and at country levels. This recognition is not uncritical investors in tourism both public and private sectors, realise that risk is inherent in the investment decision, and that short-term economic gains might be submerged by long-term social and environmental problems arising from investment in tourism. For tourism is a *people industry* and people travel with their preferences, prejudices and behavioural patterns. Cross-cultural conflicts, if not inevitable, are possible. Environmental degradation can arise from poor planning or over-crowding. For these, and many other reasons, the potential benefits and costs of investing in the tourist sector needs to be considered at the planning stage and not after the facility becomes operational. Fortunately, there are well-documented cases of good and poor tourism development from which we can learn. The purpose of this chapter is to examine what these impacts might be, and how we can learn from past experience to avoid replicating poor planning and development practice in the future. To facilitate exposition, examination of tourism impacts will be related to the economy, society and environment, although in many cases impacts affect all three areas.

Impact of Financial Incentives on Tourism Development

Introduction

To demonstrate the potential effect of financial investment incentives on a tourism project, we have assumed the development of a 100 bedroom hotel in a suburban location as an example.

Projected operating profits

Year 1 represents the first year of operation of the new hotel, and it has been assumed that by year 3 the hotel will have established itself in the market place, and that the results for that year are representative of a stablished trading pattern. It has been further assumed that an annual inflation rate of five per cent applies equally to revenue and costs.

The operating statement for the first three years of operation of the hotel, with the underlying assumptions, is as follows:

Year	Actual Year Values (5% annual inflation)		
	1	2	3
Occupancy (%)	55	60	65
Average Room Rate (\$)	50.00	52.50	55.13
	\$000's	\$000's	\$000's
Rooms Revenue (60%)	1.004	1.150	1.308
Total Revenue (100%)	1.673	1.916	2.180
Gross Operating Profit (35%)	586	671	763
Surplus Available for Debt Service (25%)	418	479	545

Capital costs

An average capital cost of \$45,000per room, on aturn-key basis and at opening year values, has been assumed to give a total capital cost of \$4.5 million.

Financing Plans

The following assumptions have been made concerning the financing of the project and the conditions of loans. It has been assumed that interest and other charges incurred during the development of the hotel have been rolled up into the capital costs.

Finance Plans

	Plan A		Plan B		Plan C		Plan D		Plan E	
	\$000's	%	\$000's	%	\$000's	%	\$000's	%	\$000's	%
Equity	1,800	40	900	20	1,800	40	900	20	1,800	40
Commercial Loan	2,700	60	2,700	60	1,800	40	2,700	60	1,800	40
Grant And Soft Loan	—	—	900	20	900	20	—	—	—	—
	—	—	—	—	—	—	900	20	900	20
Total	4,500	100	4,500	100	4,500	100	4,500	100	4,500	100

	Commercial Loan	Soft Loan
Term (years)	12	12
Interest (%)	12.5	6
Moratorium (years)	2	2

Cash flow projections

We have produced cashflow projections for the above

finance plans in order to calculate both the pay back period and the internal rate of return on the project.

Investment appraisal

The table below sets out the pay-back periods and the internal rates of return achieved in each of the financing plans :

	<i>Plan A</i>	<i>Plan B</i>	<i>Plan C</i>	<i>Plan D</i>	<i>Plan E</i>
Pay-back in year	11	9	8	13	9
Internal Rates of Return %	14	21	19	16	15

The measure of pay back represents the number of years taken before the net income received from a project is equivalent to the total capital outlay. Organisations may guide their investment decision by setting a minimum pay-back period, excluding those projects not meeting this criterion. Whilst this method has a number of shortcomings, such as not taking account of the timing of earnings before the final date of the pay-back period (cash inflows at the beginning of a project being worth more than those at the end) end not considering earnings after the final date of the pay-back period, thus limiting the economic life of the project, it is frequently used as a preliminary screening device before applying another form of investment appraisal. It is also useful to businesses experiencing liquidity problems which will be aided in the short term if projects with short pay-back periods are selected.

To demonstrate the effects of grant and soft loan financing on the project, we have calculated the equity pay-back period on the financing plans.

Plan A uses the standard financing plan of 40 per cent equity and 60 per cent commercial loan, with a pay-back period of

11 years. Grant finance of 20 per cent, which reduces the necessary equity financing, produces a pay-back period in Plan B of nine years grant finance of 20 percent which reduces the loan requirement to 40 per cent produces a pay-back period in Plan C of eight years. Where soft loan finance is applied, in Plan D to reduce equity, the pay-back period is extended to 13 years. In Plan E the pay-back period is nine years.

A more sophisticated technique to assess the potential of a project is to calculate the internal rate of return of the investment by discounting the net cashflows generated over the life of the project. The method hinges on the concept that the future value of money is not equal to its present value. It should be noted that the term 'cash flow' is used rather than 'profit' as this refers to the surplus funds available for servicing debt and equity after the deduction of tax and other cash costs before depreciation.

There are three elements to calculating the internal rate of return:

1. Ascertain the life of the investment in years as the duration for which the return on investment will be measured;
2. Forecast the net cash flow for this duration;
3. Determine the rate of discount which will equate net outlays to net inflows when discounted back to the date of commencing the project.

This rate of discount thus represents the internal rate of return over the given life of the investment.

We have derived a range of internal rates of return on the equity invested in the five assumed financing plans. Plan A produces a 14 per cent return. By halving the equity investment through grant aid as in Plan B the return is increased to 21 per cent. Showing the significant benefit of

grant aid to the investor Plan C returns 19 per cent on the equity which, when compared with Plan B, illustrates one of the shortcomings of investment appraisal by the internal rate of return technique. It should be noted that the grant aid in Plan C has been diverted to reduce the amount of the commercial loan which maintains the equity investment at \$1,800,000. The investor therefore gains a return of 19 per cent of the sum as distinct from 21 per cent on \$ 900,000.

In the case of Plan D, the provision of soft loan at the preferential interest rate reduces the internal rate of return to 16 per cent, in direct comparison with Plan B where the investor is in the same equity position. The benefit of grant aid against a 'soft' loan as an incentive is apparent. Plan E yields a 15 per cent return which is just marginally higher than Plan A where there is no incentive aid.

The factors affecting the investment decision of the institution providing the incentive may be further reaching than a pure commercial return, however, government may place a great deal of importance on the amount of foreign currency and that may potentially be generated by the project or employment. A net inflow of hard (foreign) currency to a country through the provision of an incentive may take precedence over the potential return on the investment, particularly in the short term.

Improvement of India's Railway Transport. Commenting on the role of railways in the development of tourism in India, the National Committee on Tourism (NTC) has recommended the following :

1. Introduction of special tourist trains with pre-set itineraries.
2. The Great Indian Rover Tourist train in the East to be reintroduced for the Buddhist sector.
3. A special train for tours of the temples in southern India to be introduced.

4. The Indrail-Rever Scheme to be extended to cover a larger number of itineraries; and it should have an inbuilt system of advanced reservations.
5. The Ministry of Railways to set up a full-fledged tourism directorate which would coordinate with other agencies including the Ministry of Tourism, airlines, travel agents and tour operators.

Incentive Travel. The concept of Incentive Travel was developed to motivate workers to do a better job. The manufacturing companies or business corporations offer their good workers, sales executives, retailers or wholesalers with rewards of free holidays within the country or overseas including transportation, hotels, meals and entertainment. People seem to prefer free holidays as a reward as compared to material gifts like a TV set, refrigerator or a washing machine. In affluent countries, workers often do not need these items as incentives as they have already bought them from their own savings. So, the idea of offering free holidays as an incentive was discovered and has since caught on. Often, the incentive includes free travel, both for husband and wife. Every year, millions of people are travelling as part of incentive travel from their companies in different parts of the world. In countries like the USA, there are travel companies specialising in organising Incentive Travel only for business corporations.

Inclusive Tour. A tour which includes all elements of an itinerary, making it unnecessary for a passenger to spend money for anything except personal extras during the course of the tour.

India Convention Promotion Bureau (ICPB). In a bid to promote convention and conference tourism, the Ministry of Tourism has sponsored the establishment of the India Convention Promotion Bureau (ICPB). While a major part of the expenses is borne by the Government of India, the private sector also contributes its share.

Extracts from the text of an advertisement issued by ICPB in major national magazines are reproduced below. It explains the ICPB's area of work.

Indian Airlines. Indian Airlines is Asia's second largest domestic carrier and the third largest in the world, not counting some of the US domestic carriers, which are larger.

The Indian Airlines connects 54 cities in India and 11 in the neighbouring countries. Among the neighbouring countries it flies to Pakistan, Bangladesh, Nepal, Sri Lanka, the Maldives, Afghanistan, Thailand, Singapore and recently to Sharjah, in West Asia, from Coching.

Indian Airlines has a large fleet of Airbus, both 300s and 320s, and Boeing 737s. The airline has also other older planes and the indigenously built Avros. Gradually, these planes are being phased out because they are no longer economical to operate.

Indian Airlines earns a considerable amount of foreign exchange every year by flying foreign tourists. Indian Airlines has, therefore, been able to finance its expansion with the foreign exchange resources it generates. Over the years, Indian Airlines has acquired a bad image, as it never had the adequate capacity to meet passenger demands. Attempts are on to formulate a long-term strategy to acquire new planes, replacing old ones and to provide adequate passenger capacity.

To encourage foreign tourists, Indian Airlines offers special Discover India fares for three weeks of unlimited travel. There are a few other concessional fares for foreign tourists of a shorter duration.

Indians as International Tourist. In spite of the Government's discouragement to Indians travelling abroad for holiday, outbound traffic from India is booming, growing at the rate of 10 per cent annually, an estimated 3.4 million in 1996. This makes Indians the second largest group of travelers from a

single nation in Asia next only to the Japanese who were more than 10 million in 1996.

India's outbound tourism is not holiday-oriented because not many Indians can afford that kind of luxury. The Government of India allows an Indian traveller only US \$5000 allowance in three years if he is travelling to a distant destination and half of it if he is travelling to neighbouring countries. However, the system has been changed from the 1992-93 budget. An Indian traveller can buy any amount of foreign exchange for his travel at the market rate which is about 5 rupees more than the fixed rupee-dollar exchange rate. Not many will venture to travel abroad for holidays on this rate. Business travellers also have to buy foreign exchange at the market rate.

However, travellers going on business are given generous allowances up to US \$300 a day depending on the country.

Most travel out of India, therefore, is business related, visiting friends and relatives, seeking employment, education or treatment. Selling international tickets is good business for travel agents as they are entitled to 9 per cent commission.

Indian Tourism

The country

India, by an international standard, is every large country. It has a surface area of 3,288,000 square kilometers and an estimated population in mid-1988 of approximately 796 million people, of which only 27 per cent live in urban areas. The economic patterns of India has attracted much analysis and international attention. Although categorised as an agrarian economy, the country has made substantial progress in developing its industries, and has some high technology sectors of the economy. It is a democratic federal union, with the individual states retaining a considerable degree of political and development autonomy.

The economy

The bulk of India's population is based on the rural and the vagaries of monsoon and harvest are a constant threat to the survival of its citizens. Although having a fairly wide-spread economic base, e.g. exports of textiles, manufactured goods, intermediate products, the country faces the usual problems of export restrictions by tariffs and quotas. A major problem is the shortage of foreign exchange for investment purposes. These pressures are made more acute by the rapid increase in the population, political instability, and continuing problems with Pakistan.

Tourism policy issues

Tourism has a long-established importance in India. In the post war era, the Sargent Committee set out some major guidelines for tourism development. In 1981, Som N Chib, perhaps the most distinguished of Indian tourism authorities. Presented a precis of Indian tourism objectives in a lecture in which he identified four major factors.

- a. tourism is a unifying force nationally and internationally fostering better, understanding through travel.
- b. tourism helps to enrich, preserve and retain India's world view and life style through cultural expressions and heritage in all its manifestations.
- c. tourism brings socio-cultural benefits to the community and the states in terms of employment opportunities, income generators, foreign exchange earnings and in general, human habitat improvement.
- d. tourism provides an opportunity to the youth of the country through international and domestic tourism to understand the aspirations and viewpoints of others and this brings about greater national integration and cohesion.

What is striking about this summary is the importance that

India places on tourism as a nationally unifying force, and with considerable significance being given to cultural heritage. Chib's lecture was confirmed in its detail by a statement made to the Indian parliament by the then Minister of State for Tourism and Civil Aviation, Mr Khursid Alam Khan. The main features of a tourism policy were:

- a. To undertake development of tourism, and to take into account the needs and potentials of rural areas, and economically disadvantaged areas.
- b. to facilitate youth travel to foster national integration and identity.
- c. to take account of domestic tourists needs of the country by providing cheap accommodation, particularly at places of pilgrimages.
- d. to broaden the market base for international visitors to India.
- e. to encourage domestic and private sector investment in tourism by means by incentives.
- f. to conserve and manage the cultural heritage of the country.
- g. to devote resources to manpower development and training.

To support these policies the Indian government has enacted a substantial volume of legislation. It has also introduced specific organisations to implement policies. At the federal level, the India Ministry of Tourism is the highest authority responsible for the management of Indian tourism at home and overseas. Planning of tourism is done on a 5 yearly cycle taking into account an annual rolling revision to adjust targets and meet contingencies. Planning includes all phases of tourism and this is then integrated into the national economic development plan. To implement policies, overseas promotion is channelled through the Indian

Department of Tourism whereas the Indian Tourism Development Corporation operates certain tourism services, e.g. hotels, resorts, transport, and has a major liaison function with the private sector at both national and state levels.

Role of tourism

Tourism in India is still a highly concentrated activity with the Agra-Jaipur- Delhi so-called *Golden Triangle* remaining a major cultural attraction. However, changes in aviation policies permitting charter flights into selected airports, eg Goa, Kerella States. Have tapped a new beach market segment for India. In 1988 Government figures show 1.6 million international arrivals with \$1.5 billion receipts. The foreign exchange earnings from tourism are a major input to the Indian development efforts. With the exception of the visiting Friends and Relatives (VFR) market generated from Pakistan and Bangladesh, the substantial proportion of India's tourists come from Europe and the Americas.

Conclusion

India has a clearly defined policy for tourism backed by specialist institutions charged with responsibility to implement policies. Government, at federal and state levels co-operate to co-ordinate development and to make best use of available resources. There are limited funds available for development, but it is noticeable that India has emphasised the importance of domestic, and particularly youth tourism, as one means of forging national identity in a very large and diverse country. The problem facing tourism planners in India is to select developments from a very wide range of touristic possibilities. Selectivity has to be the key approach to avoid wasting resources. The administrative restructuring of the tourism sector in India will provide a more streamlined organisational arrangement which should further improve the effectiveness of tourism planning and administration.

Indian Tourism Development Corporation (ITDC). The India Tourism Development Corporation, a public sector organisation working under the Ministry of Tourism and Civil Aviation, is also a part of the National Tourist Organisation of India. ITDC, set up in 1956, was entrusted with the management and operation of all Government-owned hotels, motels and other similar properties. In addition, it offers publicity and consultancy services to tourism organisations, operates an India-wide transport network and runs duty free shops at international airport. The hotels operated by ITDC are called Ashok Hotels. ITDC was set up when the private sector was shy of investing in hotels and similar tourism projects. The Government decided to fill up the lacunae. ITDC performed excellently during the early years. However, now the private sector has come of age, and there is a strong demand that the facilities run by ITDC; may be best left to the private sector.

Indian Tourism Periodicals and Journals. Air observer: Air observer publications, Washa House, 6, Zakharia Bunder Road, Sewri, Bombay 400 015 INDIA.

Destination India : Cross section Publications, 7 Dwarka Sadan, C/42 Connaught place, New Delhi-110001, INDIA.

Indian Hotelkeeper and Traveller : Oberoi Intercontinental, 90-91, Maidens Hotel, Delhi-110006, INDIA.

Indian Hotelkeeper and Caterer : Federation of Hotel and Restaurant Association of India 406/75-76, Nehru Place, New Delhi-110024, INDIA.

Indrama : Sita World Travel (India) Pvt. Ltd. R-12, Connaught Place, New Delhi- 110001, INDIA

India magazine : Wadia Building, 17/19 Dalal Street, Bombay 400023, INDIA.

Indian Promenad : Sagar Printers and Publishers, New Delhi-110017, INDIA.

Indian Airlines Image : Indian Airlines. Airlines House, New Delhi-110001, INDIA.

Indian Tourist Trade Journal: 363/4, Mehrauli, New Delhi-110030, INDIA.

Indian Travel Guide. Post Box No. 423, 72 Big street, Triplicane, Madras, 600005, INDIA.

Magic Carpet: Air India, Air India Building, 218 Nariman Point, Bombay-400021, INDIA.

Nomaskaar. Air India (Inflight Magazine) Media Transasia, 3rd floor Sarasin, Building, 14 Surasak Road, Bangkok, Thailand.

Namaste: Welcomegroup Publication, The Hotels Division of ITC Ltd. 28, Community Centre Basant lok, Vasant vihar, New Delhi 110057.

Safari India: Young Asia Publications, 7, Anasaryk Road, New Delhi 110002, INDIA.

Soma: East India Hotels Ltd., 7, Alipur Road, Delhi 110054, INDIA.

The Taj: The Indian hotels company Ltd Apollo Bundur Road, Bombay 400039, INDIA.

Travel News: Travel Agents Association of India, 35, Anjali, 1st Floor, Arthur Bundur Road, Colaba, Bombay-400005, INDIA.

TCI News. Travel Corporation (India) Private Limited, Chander Mukhi, Nariman Point, Bombay 400021, INDIA.

Travel World : 160, Chittaranjan Avenue, Calcutta 7000 007, INDIA.

Signature : Dinners Club of India Pvt. Raheja Chambers 213 Nariman Point, Bombay 400021, INDIA.

Travel Trade India: Media Transasia Ltd, B-23, Friends Colony, New Delhi- 110014, INDIA.

Tourism and Wildlife ; 24 Gole Market, Netaji Subhash Marg,

New Delhi 110002, INDIA.

Tourism Research : Centre for Tourism Research and Publication, 12 Ashok Nagar, Lucknow 226001 INDIA.

Transport and Tourism Journal: 1969 Ganj Mir Khan, Daryaganj, New Delhi-110002,

Tourism and Travel : National Press Agency, 182, Jor Bagh, New Delhi-110002, INDIA.

Yatri : India Tourism Development Corporation, Himalaya House, Kasturba Gandhi Marg, New Delhi-110001, INDIA.

Youth Hostelier : Youth Hostel Association of India, 5 Nyaya Marg, Chanakapuri, New Delhi-110021, INDIA.

India Tourism Development Corporation (ITDC). Set up in 1966 as an autonomous public sector corporation, India Tourism Development Corporation was entrusted with the task of helping to develop a tourist infrastructure and promoting India as a tourist destination. Over the years, ITDC has been playing a crucial, strategic role in ensuring (a) proper dispersal of socio-economic benefits of tourism; (b) promoting national integration and international understanding; (c) removal of regional imbalances; (d) generating employment opportunities; (e) augmenting foreign exchange earnings; and (f) acting as a catalyst in the development of tourism by opening up new unexplored tourist areas.

ITDC's present range of operations is very diverse. The package of tourist services, comprises accommodation, catering, transport, publicity services, duty free shops, an in-house travel agency, entertainment, conferences, and a management consultancy, providing services within India and abroad.

Individual or Ordinary Trips. The following steps are involved in organising individual or ordinary trips.

- (i) The client turns to this travel agent to organise for him a particular journey (cultural, natural, religious, etc.)
- (ii) The agency from the angle will examine as to what will be involved e.g. scope of journey, when the journey is to take place, various services needed and the accessories required.
- (iii) Based on the above evaluation and other elements in his possession, the travel agent will suggest itinerary and will then communicate to the client the estimated maximum cost for the client's approval.
- (iv) Travel agent will then compile the definite estimates, a total of a services of various costs add up e.g., transport, accommodation, the services such as those of guides, operative costs (postage, telegrams, telephones, etc.)
- (v) Travel agent then will present a document in duplicate to the customer of the amount of money to be paid. The client should return one of the debit copies signed for acceptance accompanied with a deposit (in anticipation). The deposit normally is about 25 per cent of the total cost.
- (vi) Once the clients approval has been obtained, the travel agents operation' department can no execute the journey:
- (vii) The 'operation' 'department's task now is book for the established dates the transport and various other services, After booking confirmations have been received, the travel agent issues the vouchers.
- (viii) The travel agent will not prepare the 'tourist itinerary' that will accompany the client through the entire journey. It will indicate the tickets to be used, the hotels and other services booked and will include vouchers, etc. Normally itinerary the is made in triplicate: one for

the client, another for the agency and the third for the hotelier or those who will provide the required services paid by means of vouchers.

- (ix) The last formality is the delivery to the client of the vouchers, confirmed tickets, the technical itinerary and of all the paper and the necessary guidance about the journey.
- (x) On receiving the documents, the client will pay to the agency the remaining amount of money.

Indonesia Tourism

The country: Indonesia forms part of the world's largest archipelago covering 1.9 million square kilometers, encompassing over 13,000 islands and stretches approximately 2,5000 kilometers from West to East. The estimated population in 1990 is over 176 million people with 65 per cent of the population being on the three islands of Java, Bali and Madura. Administratively, the country is divided into 27 Provinces and special territories. The climate is tropical with a rainy season from November to April and a dry season from May to October.

The economy: The Indonesian economy, like many developing countries, is dependent on the agricultural sector for most of its employment. Exports of oil, tropical hardwoods and rubber have been the main contributors to export earnings. Since 1965 the government has achieved a reputation for political stability, and despite strong centralist policies, progress has been slow but steady. In the 1980s the government was encouraging diversification in economic terms of investment and employment. The government was particularly mindful not to become overdependent on oil exports as Nigeria had been. As a member of the Association of South East Asian Nations (ASEAN) group, Indonesia subscribed to regional policies. In relation to the economy there are seven main concerns.

- a. the need to diversify the economy.
- b. to improve the infrastructure.
- c. to find more job for the growing work-force.
- d. to improve domestic transport links.
- e. to attract more private sector funding from domestic and foreign sources.
- f. to generate more development in the regions, and
- g. to increase foreign exchange earnings to meet existing external debt servicing obligations.

The economy is planned by a series of Five Year Development Plans (Repelita) with the current plan being for 1989-93. Tourism is being emphasised as one means of combating the problems noted above.

Tourism policy issues: As yet, Indonesia does not have an explicit policy for tourism development, but rather a series of actions which aim to develop the sector. Economic targets for tourism are set out in the Repelita. The main issues currently facing the Indonesian government arise from dynamism rather than stagnation in the tourism Sector:

- (a) visitor arrivals are increasing at the rate of 25 per cent per annum.
- (b) over 60 per cent of all visitors visit Bali, which has given rise to major environmental, social and physical problem.
- (c) very limited development of tour circuits within Indonesia.
- (d) need to improve infrastructure, accommodation, and availability or trained manpower to meet needs of visit Indonesia Year 1991.
- (e) need to broaden the market's perception of the

attractions and locations of attractions within the country.

To a large extent, the problem of Indonesia's diversified attractions is similar to that of India; a surplus of attractions and destinations with decisions having to be taken on priority developments. Within the international market place, Indonesia is still relatively unknown; despite the homogeneity of tourist attractions within the ASEAN region, Indonesia received only 9 per cent of foreign visitor arrivals to the regions in 1989.

The Government of Indonesia, supported by the United Nations Development Programme, is currently formulating a development strategy for the tourist sector. Amongst the issues noted above the question of a marketing strategy is vital. Indonesia through its Directorate General of Tourism. Wants to emphasise its cultural aspect in future tourism development; it does not want to be sold only as a beach resort destination. Although recognising the international image and reputation of Bali, it wants to avoid the worst excesses of over-development on the island, and use it as a spring-board for other destinations- *Bali and Beyond* marketing slogan. However, in such a large country with the attractions, the ability to publicise these attractions abroad, and to support development by reliable transport links, and major problems.

Tourism and the economy

The targets for tourism set out in Repelita V 1989-93 have mainly been set on the basis of historic trends: the target for 1989 was 1 million visitors, spending on average US \$75 per day with an average 10 days length of stay. The main generating countries for Indonesia are Australia, Singapore and Japan. all hard currency generators. It appears that by the end of Repelita V the visitor arrivals figure of 2.5 million, will be easily exceeded and the per day spend of \$150 approxiamted. It is not so clear that the length of stay target

will be met. It is however expected that tourism will maintain if not improve its ranking as the fourth main earner of foreign exchange.

Great emphasis is being placed on tourism absorbing the rapid increase in the labour force. The Government already operates two Hotel and Tourism Training Institutes in Bali and Bandung, and a third is proposed. Emphasis on training is supported by a series of internationally funded projects aimed at improving labour stands.

Government has indicated its intention to promote development in the Eastern part of Indonesia. This area has very considerable tourism potential and could provide the required stimulus to economic diversification if the problems of infrastructure and transport can be overcome. Indonesia provides a good example of the regional development possibilities of tourism.

Conclusion : Although Indonesia does not yet have a formal tourism policy, government actions and decisions have created an implicit policy. There are very clear indications that government intends to use tourism to meet some of its economic problems and also its aspirations. There are many difficulties to be faced, not least the distance from its secondary markets in Europe and the United States, its desire to develop itself as a cultural destination and the problems related to a rapid expansion of visitor arrivals.

Very much like India and Morocco, the government is now encouraging private sector initiatives in tourism with the government seeing its role as a minor partner. Indications are that this policy is beginning to work, for example with much of the rapid expansion of accommodation facilities in Jakarta and Bali being funded by Indonesian private sector funds. However, despite the encouragement of the private sector government retains control over the type of tourism to be developed and is very conscious of the need to protect destinations physically, socially and environmentally.

Indrail Pass : Although the hands of the Indian Railways are already full with traffic, they have offered some facilities to foreign tourists. The most important facility is the introduction of Indrail Passes on the lines of Eurail Pass. The cost of this pass has to be paid in foreign currency and only foreign visitors or Indians permanently settled abroad are entitled to buy it. The Indrail Pass allows unlimited travel during the validity of this Pass. Travel Agents get 10 per cent commission on the sale of Indrail Passes, but no commission on normal rail tickets is paid. Travel agents add their own service charge for obtaining the tickets for their clients.

Infrastructure : The basic public services required successful operation of tourism enterprises and for optimising the comfort of the visitors. It includes such services as roads, electricity, water, security, sanitation and health services, telephone and postal communication, railways and airports.

Institutions (Outside India) Giving Diploma and Short courses in Tourism

1. Department of Hotel and catering Management, University of Surrey, Guildford, Surrey, United Kingdom. University certificate. Duration : 1 year.
2. Centre D'Etudes Superieures du Tourisme, Universite de Paris I, 13, Rue de Santeuil, Paris 5e, France.

Higher Dipoma. Duration : 1 year.

3. Istituto Technici per il Turismo, Via Della Badia di Roccettini 11, San Domenico di Fiesole, Florence, Italy.

Certificate of Profession. Duration : 1 year.

4. Scuola Internazionale di Scienze Turistiche, Via Cavalier d' Ariphno 5/A 00197 Rome, Italy.

Post-Graduate Diploma. Duration : 7 months (Full time)

5. Hochschule Fur Welthanded, Institut Fur Fremdenverkhresforschung, Franz- Kleingasse 1, 1190,

Vienna, Austria.

University Course in Tourism leading to the University

Certificate. Duration : 1 year.

Institutions (outside India) Giving Higher Degree in Tourism

1. Centre D'Etudes du Tourisme, Universite D'Aix en Provence, 3 Avenue Robert Schuman, 13-100 Aix en Province, France.

Doctorate of 3rd Cycle Speciality in Economy and Law of Tourism. Duration : 2-3 years.

2. The Scottish Hotel School, University of Strathclyde, Ross Hall, Crockston Road, Glasgow G 52 3 NQ, United Kingdom.

Master of Science M.Sc. in Tourism.

Duration : 1 year.

3. Department of Hotel and catering management, University of Surrey Guildford, Surrey, United Kingdom.

Post-Graduate Diploma in Tourism with possible extension to M.Sc. Duration : 1- 2 years.

4. Universita delgi Studi di Firenze, via Curtatone, Florence, Italy.

Higher Diploma Courses. Duration : 1-2 years.

Institutions (Outside India) Giving Technician Courses in

Tourism: Technician Courses in tourism are directed at the development of technical and practical skills in tourism with the direct objective of a career in the industry. The main emphasis on these courses is on vocational orientation. The course contents are suitably structured to equip students with at least the basic techniques of practice in one or other section of the industry. These courses are below University level In practice however, they attract students with a wide

variety of educational back-ground and qualifications.

1. Istituto Professionale Alberghiero, Via di Tor Carbone 53, Rome, Italy.

Courses in specialist training such as agriculture, catering and tourism. *Diploma di qualifica* is awarded on completion. Duration : 3 years.

2. Ecole Nationale de Commerce, 70 Boulevard Bessiers, 75017 Paris, France.

Diploma course, Duration : 2 years.

3. Lycee Technique D' Hotellerie et. de. Tourisme, 144 Ruee de France 06048 Nice, France.

Diploma course. Duration : 2 years.

4. Lycee Technique D' Hotellerie et. de. Tourisme, 14 Ruee Lucerne, 67085 Strasbourg, France.

5. Intituto Technici per il Turismo, Via delle Terme di Diocleziano 23, Rome, Italy.

State Diploma, Duration : 5 years.

6. Provincial Institut voor voedings-industrieen en toerisme 1070 Brussel-Emile Gryzonall I, Anderlecht, Brussels, Belgium.

Cra in Tourism. Duration : 2 years

7. Coloma Instituut Malines, Belgium

Diplomá Course. Duration : 2 years.

8. Hoger Technisch Instituut, Spoorwegstreat 12,8200 Bruges, Belgium.

Diploma Course. Duration : 2 years.

9. Institute International de Glion. 1823 Glion-sur-Montreux, Switzerland.

Diploma in Tourism. Duration : Two years (Full time)

10. Durham Technical College. Framwellgate Moor, Durham, United Kingdom.

Diploma in Travel and Tourism. Duration : 2 years (Full time)

11. Henley College of Further Education, Coventry, United Kingdom.

Diploma in Tourism Studies Duration : 2 years (Full time).

Institutions (Outside India) Importing Business Courses in Tourism

1. Development of Hotel and Institutional Management, Sheffield Polytechnic, Pond Street Sheffield S/1 1 WB, United Kingdom.

Higher National Diploma in Business Studies (Tourism)

Duration : 2 years (Full time)

2. School of Hotel keeping and Catering, Ealing Technical College, St. Mary's Road, Ealing, London W 5 5RF, United Kingdom.

Higher National Diploma in Business Studies (Tourisms)

Duration : 2 years (Full time)

3. Faculty of Tourism, Catering and Hotel Administration, Bournemouth College of Technology, Lansdowne, Bournemouth BH1 3 JJ, United Kingdom.

Higher National Diploma in Business Studies (Tourism).

Duration : 2 years (Full time)

4. Fachhochschule Munchen, Studienrichtung Fremedenverkehr, Lothstrasse 24, 8 Munich 2. West Germany.

Management Studies and Business Administration with

a tourism option. Duration : 4 years.

5. Nederlands Wetenschappelijk Instituut Voor Toerisme en Rekreatie, Haagwe 21, Breda, Holland.

Business and Tourism Studies. Duration : 3 years.

6. Blackpool Technical Collee, Courfled Hornby Road, Lance, United Kindom.

Technical Course in Tourism, Duration: 1-3 years.

Intesline. Behweer has or more transportation lines.

Internal Selling: All printed material or signs or spoken messages directed to guests or prospective guests inside a hotel. The objective is to persuade them to spend the maximum and to stay longer.

International Hotels: International hotels are the modern western style hotels in almost all metropolitan and other large cities as well as principal tourist centres. These hotels are luxury hotels and are classified on the basis of internationally accepted system of classification. The hotels are placed in various star categories. There are five such categories ranging from 5 star to 1 star depending upon the facilities and services provided. These hotels provide in addition to accomodation all the other facilities which make the stay a very comfortable and interesting experience. Various facilities provided include will appointed reception and information counter, banquet halls, conference facilities, etc. There are also a number of shops, travel agency, money changing and safe deposit facilities. Restaurant facilities, bars and banqueting are an integral part of the business of a hotel. The various services provided in these hotels include international and the local cuisine, food and bevarages service and speciality restaurant service. These hotels also provide entertainment for the guests in the form of various dance and music programmes, sports and games.

A number of these hotels belong to the luxury category.

There are some international chains which own a large number of such luxury hotels. Hotels belonging to international chains are mostly owned by public companies and controlled by a Board of Directors. These hotels have various departments which are managed by persons qualified and experienced in the field of hoteliering. The chief of the hotel designated as General Manager is responsible for the overall management and operation of the hotel through his departmental heads. Internatioanl hotels are suitable for metropolitan cities and for other large business and commercial towns and principal tourist centres. The potential of these hotels is therefore limited to these areas. A number of this type of hotels have conference convention facilities and are suitable for holding meetings, conventions and conferences.

Internationals Institutes Pursuing Tourism Courses for Students from Developing Countries

1. International Centre for Advances Technical and Vocational Training. International Labour Organisation (ILO), Palazzo del Lavoro, Corse Unita D Italia, 10127 Turin. Italy.

Three Certificate Courses a year, Duration: 3 months.

2. Institute of Tourism and Hotel Management, Salzburger Unterrichtsanstalten Fur Fremdenverkehrsherfe, schloss Klesheim, A-5071 Siezenheim bei Salzburg, Austria.

Diploma Course, Duration: 8 months (Full time)

3. Scuola Internazionale Di Scienze Turistiche, Via Cavalier d' Arpino 5/A 00197 Rome, Italy.
4. International Centre for advanced Tourism Studies (CIEST) World Tourism Organisation (WTO) International Centre for Advanced Tourism Studies, CIEST, Calle Humboldt, 49 mexico, D.F. Mexico.

Correspondence Courses on:

- (i) Introduction to tourism
- (ii) Tourism marketing
- (iii) Promotion of tourist services
- (iv) Forecasting, distribution, Promotion
- (v) Distribution and Sales of tourist services

Post-graduate Certificate Courses.

Duration: 6-8 months.

5. Libera Universita della Tussia, Viterbo, Italy.
Post-graduate Course, Duration: 9 months (Full time)
6. Bournemouth College of Technology, Lansdowne,
Bournemouth BHI, 3 JJ United Kingdom.
Diploma Course, Duration: 8 months (Full time)
7. Commissariat General au Touriasame de Belgique,
Central Station, Brussels, Belgium. (the Belgian
National Tourist Office).
8. Deutsches Wirtschaftswissenschaftliches Institut Fur
Fremdenverkehr and der Universitat Munchen,
Hermann-Sack-Strases 2, 8 Munich 2 West Germanty.
(The courses are under the sponsorship of the German
Ministry of Economic Co- operation and are conducted
in Association with the University of Munich.

Graduate level course, Duration: 3 years.

International Tourism: International tourism is by its nature essentially dependent on good international communication and cooperation. Thus international organisation has an important value in its development at both public and private sector level. There is a continuing need for exchange of information and expertise between countries and regular contact and co- operation in many fields. It is vital to create

conditions for free or liberal international movement of people, and the freedom to trade internationally in travel services. This may seem obvious, but freedom and removal of constraints on free movement of people, services and capital is far from achievement in world travel today. Only government collective action at the international level can bring this about. The principal international agencies concerned have a major role to play in securing the necessary freedoms.

Much progress has been made over the past three decades following complex discussions and multilateral agreements between countries to secure the current level of mass movement. This has resulted from operations of a sophisticated travel retail and wholesale industry backed up by large and powerful trade sectors to service mass traffic.

Although the present state of international co-operation and regulation has permitted substantial and successful growth, the situation is by no means satisfactory, since tourism continues to grow. Governments tend to legislate for the problems and opportunities of yesterday. World level has doubled in two decades to the present level to over 400 million international visits in 1990. Most experts forecast potential expansion at least as great in the next decade, and the possibility of an accelerated expansion for the principal world travel markets.

International Tourism as Export: International tourism is one 'export' for which a country does not have to move goods from its shores. It is an invisible export as a country earns foreign exchange without exporting tangible goods.

Inter national Tourism Organisation: There are a number of key international organisations concerned with world travel. wide range of interests involved need focal points. machinery and systems for co-operation and co-ordination at all the main levels of action. This applies particularly to Government and the public sector. Indeed without a substantial degree of

multilateral action at the official level there could never be a mass travel movement. The reception staff in international travel, officials and providers, must be user friendly. There has to be a high degree of co-operation and partnership and its absence a common cause of failure in planning and implementation.

From early days recognition of passports, and measures to facilitate bona fide personal travel, even in times of war, was agreed as necessary role and objective for governments. In many ways current and the traveller were held in high esteem. Travel was a respected activity and practised by the best people, educated and relatively prosperous because movement was slow and expensive. Tourism has no such status. It is a downgraded term.

With mass traffic, controls, security and health and safety checks have multiplied. After the last war when personal travel began again, a new system has needed to remove many absolute constraints on travel, for example to restore foreign currency allowances (provide easy access to passports; remove barriers such as visas and exit permits; and major facilitation measures to reduce border delays caused by onerous police and customs controls. The widely practised *Red* and *Green* customs check required multilateral agreements by governments on customs allowances for travellers purchases. The role of international organisations in such facilitation of movement was crucial to success. The organisation of Economic Co-operation and Development (OECD) and its predecessor the OEEC made a major contribution to the dramatic reduction in border checks delays and travel constraint in its 24 members countries, the richer nations of the world which, account for nearly two thirds of total international traffic. Thus governments's role is fundamental in creating conditions for favourable and prosperous development, and in regulating operators of services in the interest of health and safety. More recently action to protect the environment and consumers, and

intervention in certain areas of social and labour relations have been politically favoured. There will always be debate about the role of government and the extent of desirable and constructive intervention. Consultation and co-operation with the private sector is essential since most tourist activity requires a degree of public and private sector partnership and co-ordination.

In the case of international tourism Governments must extend their interest to wider areas and in wording in partnership with other countries. International organisation and machinery is needed for this. Because of its wide ranging nature tourism finds a place in the programmes of a majority of the principal inter-governmental agencies but in most cases priority given to tourism interests is modest and often minimal. The agencies tend to react to tourism questions and opportunities in the light of their own specialist objectives. There may be little co-ordination of action with other bodies and the results at best disappointing-at worst discouraging or constraining. Recent intervention in Europe by consumer interests have demonstrated the dangers of one sided and unbalanced action.

International agencies difficulties in dealing with international travel reflect the relatively modest priority given to tourism by a great many national governments. Especially in the developed countries. Thus the tourism agency of government which should have an import and co-ordinating role is frequently poor in resources and relegated to a junior position in government policy and programmes. The OECD in its latest *Annual Report* on its member governments tourism policy made some significant observations:

International competition, national interest and the specific features of the tourist industry are all factors that make government intervention in tourism necessary even today. However, the change in emphasis from quantity to quality already presents new challenges for

policy-makers.

Policy-making inevitably becomes more complex when qualitative factors have to be taken into account. The value judgements that underpin the final policy choices have to be based on a large number of elements. This requires specialised expertise the authorities need to be able to call upon such expertise the authorities need to be able to called upon such expertise when assessing the overall implications of a phenomenon. In respect of tourism, it was seen that the expertise in government bodies was tending to become more compartmentalised. When this happens, it may become increasingly difficult to ensure tha the various parts of a policy are consistent with one another. In some cases, it has been possible to deal with part of the problem by setting up coordinating bodies. However, one has the impression that the redistribution of responsibilities that has resulted from the desire for consistency has often been at the expense of those who see things from the specific tourism point of view. Governments have to manage a sector that they still do not understand properly. The basis of this understanding must be provided by encouraging pluridisciplinary activity to make the tourism phenomenon clearer. Effective management requires forecasts. Governments therefore need to have longer-term scenarios for future developments in tourism.

The comment is specially significant when OECD member governments are in charge of the developed world which in turn is responsible of the major part of world travel. Yet many government departments and agencies of government are increasingly involved in tourism as the economic and social effects of mass travel become more dominant in many communities. Tourism represents in practice the mobile in contrast to the resident population. Its incidence on the local population at grass roots level as well as at the national level becomes more significant every year.

Intergovernmental agencies must reflect the national situations of their constituents. Many are involved in tourism matters and some of the technical agencies have major tasks. But they tend to carry out their functions within each one's separate technical *compartments* and without the desirable consultation and coordination with the other sectors involved in tourist matters. The result is that an effective tourism policy is inhibited; tourism needs are dealt with piecemeal; and each major issue treated as an offshoot of the principal economic or social policy lines agreed at national or international level. But tourism is an entity in its own right and effective development needs public service treatment and priority accordingly. This needs to be stressed in development plans at national level.

There has been progress over the years. Most major technical arms of government dealing with economic and social subjects recognise the incidence of tourism and give some attention to it. The major United Nations (UN) organs and agencies deal with tourism from time to time. The United Nations Economic and Social Council, The United Nations Conference on Trade and Development (UNCTAD), International Civil Aviation Organisation (ICAO), The World Health Organisation (WHO), International Labour Organisation (ILO), United Nations Education, Scientific and Cultural Organisation (UNESCO) have all been involved to some extent. The World Bank has operated aid programmes for developing countries, but this is not a continuous activity. The UN recognises the World Tourism Organisation (WTO), an intergovernmental agency, as their expert consultative body for the work of government tourism agencies. The WTO carries out training consultative and technical aid programmes with UN support and financial resources, through the United Nations Development Programme (UNDP).

International Tourism Organisations Non-government Organisation: International Bureau of Social Tourism: 7.

Boulevard de l'Imperatrice, Gare Centrale, Bruxelles I, Belgium.

International Bureau for Tourism and Youth Exchanges, P.O. Box 147, 1389 Budapest, Hungary.

World Association for Professional Training in Tourism: 105 rue St-Lazare 57009 Paris, France.

International Association of Scientific Experts in Tourism (AIEST): C.P. 2728, 3001 Berne, Switzerland.

International Academy of Tourism: 4 rue des Iris Monte Carlo, Monaco.

International Touring Alliance (ITA): 2, Quai Gustave-Ador 1207, Geneva, Switzerland.

International Union for Conservation of Nature and Natural Resources: 1110 Morges, Switzerland.

World Association of Travel Agencies (WATA): 37 Quai Wilson 12 11, Geneva I, Switzerland.

World Tourism Organisation (WTO): Calle Capitan haya, 42, Madrid-20, Spain.

International Centre for Advanced Tourism Studies (CIEST): Coronel Porfirio Diqz, 50 San Jeronimo Lidice, Mexico 20 D.F. Mexico.

Discover America Travel Organisation (DATO): 1899 L Street N.W-Washington, D.C. 20036, U.S.A.

International Youth Hostel Federation (IYHF): Midland Bank Chambers, Howardsgate, Welwyn, Garden City, Hertfordshire, England.

International Association of Convention and Visitors Bureaus: 1390 Market Street, San Francisco, California 94102 USA.

Pacific Area Travel Association (PATA): 228 Grant Avenue, San Francisco, California 94108, USA.

The Travel Research Association (TRA): P.O. Box 8066
Foothill Station, Salt. Lake City, Utah 84108, USA.

International Federation of Tourism Journalists and Writers
(IFTJR): rue de L'Automne 32, 1050, Bruxelles, Belgium.

Inter-American Federation of Journalists and Writers in the
Tourists Trade: Calle Revadavia 755, Buenos Aires,
Argentina.

International Federation of Tourist Centres: Schrutkaeasell,
1130 WIEN, Austria.

International Federation of Camping and Caravaning: Rue
d'Arenberg 44--B.P. 955, Bruxelles, Belgium.

International Social Travel Federation: 99-101 rue de la Loi
1040, Bruxelles Belgium.

Federation of International Youth Travel Organisations
(FIYTO): 81 Islande Brygge 2300, Copenhagen 5, Denmark.

European Travel Commission (ETC): Box 536 Dublin,
Inreland.

East Asia Travel Association: 2-10-1 Yurakucho, Chiyodaku
Tokyo, Japan.

American Hotel and Motel Association (AHMA), 888 Seventh
Avenue, N.Y. 10010, USA.

International Air Transport Association (IATA): 26, Chemina
de Joinville, Case Postale 160, Ch-1216 Cointrin-Geneve,
Switzerland.

American Society of Travel Agents (ASTA): 711 Fifth
Avenue, New York, N.Y. 10017 USA.

Universal Federation of Travel Agents Association (UFTAA):
30. Avenue Marnix, 1050 Bruxelles, Belgium.

Conference of Government Tourism Organs and Travel
Agencies of the Socialist Countries, 01 Litewska 200-581,

Warsaw, Poland.

International Federation of Tour Operators (IFTO):
Amaliegade 37; 2 TR, 1256, Copenhagen K, Denmark.

International Congress and Convention Association (ICCA):
15, rue de L'Arcade 75008 Paris, France.

International Centre for Conservation (ICC): 13 Via di San
Michele 00153, Rome, Italy.

UN Economic Commissions

Economic Commission for Europe (ECE) Palais des Nations
1211 Geneve 10, Switzerland.

Economic and Social Commission a for Asia and the pacific
(ESCAP): United Nations Building. Rajdamnern Avenue,
Bangkok, Thailand.

Economic Commission for Africa (ECA): P.O. Box 3001
Addis Ababa, Ethiopia.

Un Organisations

United Nations Education, Scientific and Cultural
Organisation (UNESCO): 7, Place de Fontenoy 757000
Paris, France.

World Health Organisation (WHO): 1211 Geneva,
Switzerland.

Inter-Governmental Maritime Consulative Organisation
(IMCO): 101=104 Picadilly, London, WIY UAY England.

International Civil Aviation organisation (ICAO): 1000
Sherbrooke Street, West Montreal Quebec, Canada.

United Nations Environment Programme (UNEP): C.P.
30552 Nairobi, Kenya.

United Nations Development Programme (UNDP): I United
Nations Plaza New York, N.Y. 10017 U.S.A.

United nations Conference on Trade and Development

(UNCTAD): Palais des Nations 1211 Geneve 10, Switzerland.

Department of Economic and Social Affairs: (Statistical Office, Centre for Housing, Building and Planning) | United Nations New, N.Y. 10017, U.S.A

Specialised Agencies

International Development Association (IDA): 1818 H Street, N.W. Washington D.C. 20431, U.S.A.

International Finance Corporation (IFC): 1818 H Street, N.W. Washington D.C., 20431, U.S.A.

Food and Agriculture Organisation (FAO): Via delle Terme di Caracalla, 00100, Rome, Italy.

International Labour Organisation (ILO): 4, Route des morillons 1211, Geveve 22, Switzerland.

International Bank for Reconstruction and Development (IBRD): 1818 H. Street, N.W. Washington D.C. 20431, U.S.A

International Monetary Found (IMF): 700 19the Street, N.W. Washington D.C. 20431, U.S.A

International Tourism Periodicals and Journals

Asia Travel Trade: Interasia Publications Ltd., 200 Lockhart Road, 13th Floor, Hong Kong.

Asta Travel News: American Society of Travel Agents, 488 Madison Avenue, New York, N.Y. 10022, USA.

Asian Hotelkeeper and Catering Times: Media Transais 3/F Sarasin Building 14, Surasat Road, Bangkok, Thailand.

British Travel News: British Travel News, 239 Old Marylebone Road, London N.W.1, England.

Condada Tourism News: Canadian Govt. Office of Tourism, Ottawa, Canada KIA OH6.

Canadian Travel Courier: 481 University Avenue, Toronto,

Ontario, Canada.

Canadian Travel News: 1450 Don Mills Road, Ontario, Canada.

Congressi: Centro Internatinoale dei Congrees Palazzo deicongressi, Firenze, Italy.

Digest of Tourist Statistics: British Tourist Authority, London, England.

Far East Traveller. 1350 Avenue of the Americas, New York, USA.

Far East Traveller. 28-4-1, Motoasabu, Minato-ku, Tokyo, Japan.

Future Tourist. P.O. Box 138, Balmain, Sydney, Australia 2041.

Gou.met. Government Incorporated, 777 Third Avenue, New York. N.Y. 100 17, USA.

Hungarian Travel: Hungarian Tourism Board, P.O. Box 223 H-1906, Budapest Hungary.

In Britain: British Tourist Authority, 64 St., James's St., London SW1A England.

ICAO Bulletin: P.O. Box 400, Palace de 'L' Aviation Internationale, 1000 Sherbrooke Street, West Montreal, Quebec, Canada H3 R2.

Incentive Travel Manager. Berrington Publications Inc; 825 South Barrington Avenue, Los Angeles, California 90049 USA.

Index: Centro Per La Statistica Aziendale, Via A, Baldes, 20, 50131 Firenze, Italy.

International Tourist Quarterly. The Economic Intelligence Unit Ltd., Spencer House, 27 St. James's Place, London SW1, England.

Journal of Leisure Research? US Department of Commerce
Washington D.C., USA.

Journal of Leisure Research? Business Research Division,
University of Colorado, Colorado, USA.

Look East, Ruang Seang Publishing Ltd. Partnership
987-989 New Road, Bangkok, Thailand.

Marco Polo: Cathay Pacific Airways, 17 Thomson Road, 13th
Floor Hong Kong.

National Geographic: National Geographic Incorporated, (2)
Century Plaza, 2049, Century Part East, Los Angeles,
California, USA.

Orientations: Pacific Magazines Ltd. 13th Floor, 200 Lockhart
Road, Hong Kong.

Pacific Fuji Incorporated, Ginza Chuo Building, 1-20, Tsukiji,
4-Chome, Chuo- du, Tokyo, Japan.

Pacific Magazine: Pacific magazine Emphasis Inc. Central
Roppongi Building, 1- 4-27 Roppongi, Minato-ku, Tokyo,
Japan.

Pacific Travel News: Pacific Area Travel Association, 274
Brannan St., San Francisco, California, 94107, USA.

Pacific Travel News: Pacific Area Travel Association, 288
Avenue, San Francisco, California, 94108, USA.

Recreation and Tourism: SRI International, 333 Revenswood
Avenue, Melano Park, California, USA.

Service World International: Cahners Publication, 55,
Wabash Avenue, Chicago, 911, 60603, USA.

Singapore Travel News: Singapore Tourist Promotion Board,
131, Tudu Court, Tanglin Road, Singapore.

South Asia Travel Review: A Thomson Press Hong Kong
Ltd., Media Transasia, 3/F Sarasin Building, 14 Surask Road,

Bangkok, Thailand.

Sunset: Lane Publishing Company, 3055 Wilshire Boulevard
Los Angeles California 90010, USA.

Tourism International: 136, Gloucester Place, London N.W.1,
England.

Tourism International Air Letter: Tourism International press,
154, Cromwell Road, London, SW7, England.

Touristiques Internationales: 40, rue du Colisee, Paris 75014,
France.

Tourist Review: Organce officiel de L'Association
Internationale d'Experts Scientifiques du Tourisme Aiest
Case Postale 2828, 3001, Berne, Switzerland.

Travel: Travel Magazine, Inc; Travel Building 5 Floral Park,
New York-11001, USA

Travel Agent: World Travel Inc. 730 SW Fifth Avenue,
Portland, Oregon, USA.

Tourism Journal: Asian Institute of Tourism, University of
Philippines, Diliman, Quezon City 3004 Philippines.

The Travel Agent: American Traveller Incorporated, 2 West
46th Street, New York, NY 10036, USA.

Travel Holiday: Travel Magazine Incorporated, Travel
Building, Flora Park, New York, NY 11001, USA.

Travel Holiday Inc: P.O. Box 49692, Los Angeles, California
90049, USA.

Travel Asia Pacific: 306 Temple Chambers, Temple Avenue,
Fleet Street, London E.C.4, England.

Travel Journal: Moritani Travel Enterprise, Ince., Izumiya
Tokoten Building, 1,3-Chome Kojimachi, Chiyoda-Ku, Toky.
102, Japan.

Travel Holiday Magazine: 51 Atlantic Avenue, Floral Park,

New York, U.S.A.

Travel Review: Media Transia, 3/F Sarasin Building, 14 Surasak Road, Bangkok, Thailand.

Travel News Asia: Travel News Asia, 1911 Hanglung Centre Peterson Street, Hong Kong.

Travel Research Journal: World Tourism Organisation, Avenida Del Generalisimo, Madrid, Spain.

Travel Trade Reporter: Orient Pacific Enterprises Ltd., 526 Ploenchit Road, Bangkok, Thailand.

Travel Trade Reporter: Orient Pacific Enterprises, Penthouse Six, Aman Hotel, 526 Ploenchit Road, Bangkok, Thailand.

Travel Journal International: Moritani Travel Enterprise, Inc. 1, Kojimachi 3- Chome, Chiyoda-ku, Tokyo 102, Japan.

Travel post: Intergroup Communications, Inc., Katigbak Building, 1000 A Mabini Street, Ermita, Manila, Philippines.

Travel Trade Le Repertoire Des Voyages: 40, rue de colisee Paris 75008, France.

Travel trade: Box M-204, Sydney Mail Exchange, N.S.W. 2010, Australia.

Travel Trade: 606 Fifth Avenue, New York, NY: 10017, USA.

Travel Trade Gazette europa: 11, Bolt Court, Fleet Street, London, England.

Travel Trade Gzaette: 30 Calderwood Street, London, England.

Travel Trade Gzaette Asia: 5B 5th Floor, 9 Comfort Terrace, Hong Kong.

Travel Week: 73, Commonwealth Street, Sydney, Australia.

Travel management Daily: 888 7th Avenue, 29th Floor, New York, USA.

Travel Weekly: 1, Park Avenue, New York, U.S.A.

Viaggi Vacanze: Via A, Manzoni 37 Milan, Italy.

Voyages: 59, rue du Rocher, Paris 75008, France.

Vue Touristique: Centre International de Documentation de la F.I.J.E.T. 1060 Bruxelles, Belgium.

World Travel: Shimru Building, 17 Shiba, Nishikubohiramachi, Minato-ku, Tokyo, Japan.

International Tourist: An International Tourist is defined as a visitor who spends not less than 24 hours in a country other than his own, spending in his own currency. Visitors Coming to a country for employment and education are not counted as tourists. Each Country keeps a count of foreign visitors and also monitors expenditure incurred by them. Expenditure is calculated by sample surveys.

Instant coffee. (a) Soluble freeze-dried granules or powder used to make coffee; the bedroom has a kettle with tea bags and sachets of instant coffee (b) drink made from freeze-dried granules of coffee or from powder, over which boiling water is poured; *she made a cup of instant coffee.*

Itinerary: Pertaining to a journey. A tourist itinerary is a composition of a series of operations that are a result of the study of the market.

J

Jacket. Short coat which comes to the level of the waist or a little below the waist; you have to wear a jacket and tie to enter the restaurant; *jacket potato* = potato cooked 'in its jacket', that is, baked in an oven, with butter or various fillings, such as cheese, chopped ham, baked beans, chilli, etc.

Jacuzzi. Type of bath with jets which circulate the water and keep it bubbling (often used as part of a health treatment, as the jets of water massage the body) (NOTE: also sometimes called jacuzzi bath).

Joint Agent: A person having authority to transact business for two or more transportation lines.

Journals Periodicals Published by International Organisations. *International Civil Aviation Organisation (ICAO)*. P.O. Box 400, Place de L'Aviation Internationale, 1000 Sherbrooke Street West, Montreal, Quebec, Canada H3 A 2 R2.

ICAO Bulletin, international Standards and Recommended Practices on Facilitation, Council Statements, Digests of Statistics, Manual Circulars.

International Labour Organisation (ILO): ILO Publications International Labour Office Ch-1211 Geneva 22 Switzerland.

Activities of the International Labour Organisation in the Field

of Tourism, Careers in Hotel and Tourism Sector, Study on the Training of Travel Agency Personnel, Training Means for Hotel and Tourism Occupations, Training of Tourist: Office Personnel, Vocational Training for Hotel and Tourist Industry.

International Union of Official Travel Organisation (IUOTO):

Aims, Activity and Fields of Competence of national Tourist Organisations, Compendium of Financial and Fiscal schemes for Development, Economic Review of the World Tourism, International Travel Statistics, IUOTO: What it is, What it does, How it functions, Pilot Survey of Africa's Tourism Prospects, Relations between and National Tourist Office and the Travel Agencies, Resolutions and Recommendations of the UN Conference on International Travel and Tourism (Rome, 1963), Study of the Economic Impact of Tourism on National Economics and International Trade. Technical Bulletins, Travel Abroad-Frontier Formalities, Travel Research Journal, Tourist Bibliography, World Travel.

Organisation for Economic Co-operation and Development:

OECD-Publications Office, 2 rue Andre Pascal, 75776 Paris Cedex-16, France.

Evolution of Tourism in Mediterranean Countries, International Tourism and Tourism Policy, Measures of Leisure, Equality and Welfare, Tourism Development and Economic Growth, Tourism Development and Economic Growth Extoril Seminar, Tourism Policy and International Tourism in OECD Member Countries, Consumer Protection Concerning Air Package Tours.

Pacific Area Travel Association (PATA): 228 Grant Avenue,

San Francisco California 94108, USA. Pacific Travel News, Annual Statistical Report, Pacific Hotel Directory, Pacific Area Destination Handbook, Glossary of Travel and Marketing terms, The Pacific: Your Log of Exploration, Inside PATA, Meetings Pacific, Events in the Pacific.

World Tourism organisation (WTO): WTO, Publications Section, Calle Captain Haya, 42 Madrid-20, Spain.

Domestic Tourism, Economic Review of World Tourism, Hand book on Tourism Forecasting Methods, Integrated Planning, International Travel Statistics, Marketing of Tourist Products of Developing Countries, Physical Planning and Area Development, Testing the Effectiveness of Promotional Campaigns in International Travel Marketing, Technical Bulletins, The Impact of International Tourism on the Economic Development of the Developing Countries, The role of Tourist Administration Concerning the Environment and Folklore, The Changing World of Travel Marketing, Tourism Compendium, Tourism Latest Trends, Tourism Surveys and Research, Tourism Vocational Training in Africa, Economic Effects of Tourism, Evaluating Tourism Resources, Travel Abroad-Frontier Formalities, Travel Research Journal, World Travel. World Travel Statistics, WTO-What it is, What it does, How it functions.

Levels of Activity in Tourism: Almost all cities and towns and indeed many rural areas at least in industrialised countries are visitor destinations. There cannot be any that are unvisited or totally isolated. But there are different levels of activity just as there are differing stages of growth.

Three main levels of activity predominate. Firstly, all destinations will enjoy a degree of communication travel, for business, family or social reasons. Many will encourage travel: for example for business conferences and events to stimulate the local trade. This form of travel can by modest encouragement represent tourism at its most profitable stage. using specialist appeals (trade or education) to *sell* the surplus of reception and transport services unused by the local residents. Centres should strive very hard for this type of profitable business which offers great community benefits, but total traffic and revenues may remain modest. Initiatives may come from a commercial co-operative - a tourist

promotion association, but some support and a degree of encouragement and leadership will be required from the local authority if the trade is to grow beyond the complementary *fill the empty hotel beds stage*.

At the second level the town or area chooses the travel movement as a major industry but in partnership with existing local activity and the major industries of the place where both sit happily with the natural resources of the locality. The best example is that of tourism and agriculture in rural communities. This has become a major element of policy in the EC, where tourism is seen as an important social as well as economic force to stabilise rural populations and support the necessary modern infrastructure of transport and services ensuring an acceptable quality of life for the residents.

The third level is where the town or area decides to choose tourism—normally this is holiday travel—as its main business. The great resorts have grown up in this way. In recent years the period of expansion has been short with a rapid and sometimes massive build up of visitor infrastructure. Although tourism is regarded as a service industry it is often overlooked in planning that the movement is a major user of expensive long term capital investment in basic plant: transport, accommodation and leisure equipment. The rewards are great, the opportunities seemingly never ending, but there are also great dangers.

Expansion and the enormous demand potential may obscure other key characteristics of change volatility, diversification, specialisation, and rapid alterations in fashion and trends. There are now a number of *mini-mas markets* differing in their rates of growth, degrees of maturity, and resilience to price or recession. Senior citizen movement for example is relatively stable and capable of growth in a recessed market. Markets can be defined by segments, and need to be compared by careful analysis of product and capacity as

a first stage in the planning process. The market not the product dictates the outcome. Misunderstanding of this key aspect can lead to costly error. Sometimes product descriptions are mistaken for *markets*, and some are theoretically described with no relevance to the powers of the market place or the disciplines of profit or loss. For example, coastal tourism, city tourism, offeseason tourism, rural tourism, social tourism, marine tourism etc, and recently eco-tourism and soft tourism. These terms may be useful in theories but lack the practical imperatives of the market place and the market segments. Visitors do not buy coast or rural or social tourism but a collection of specific satisfactions at a chosen destination which has its own image and recognised appeal. The packaging process may be an important element with the wholesaler, travel agent, or institution in charge of the shop in the market place.

Madras and the Tropical South. The four tropical States of southern India, Tamil Nadu, Andhra Prades, Karnataka and Kerala, form a coastal paradise of blue mountains, thick forests, garden cities and beach resorts. The gateway city of Madras is a stronghold of ancient cultural traditions and is one of India's largest cities, with more than 4.2 million people. The Madras waterfront on the Bay of Bengal is one of the largest beaches in the world. Nearby are crowded bazaars where drazzling silks and sold. The landmarks of Madras include Fort St. George, site of the oldest Anglican church in the East, and San Thome Basilica, where the remains of the Apostle Thomas are said to lie.

Temple cities dot the southern landscape, Madurai, south of Madras, has one of the most magnificent temples in India.

Dedicated to Goddess Menakshi, it has a Hall of thousand Pillars (997 actually), many towers and fantastic sculptures.

Kanchipuram is one of India's seven holy cities and is known as the City of a Thousand Temples.

Mahabalipuram, the seventh-century seaport of the Pallava kings, is only 60 km from Madras. Its stunning Shore Temple, rising out of the turbulent sea, stands on a quiet stretch of coast. There used to be several such temples, but in the course of time they have been washed away. It is also a popular beach resort; several hotels dot the shore. Nearby is the Vedanthangal Bird Sanctuary. Among other temple cities in Tamil Nadu are Chidambaram, Tiruchirapalli and Thanjavur.

Bangalore, capital of Karnataka State, is one of India's most cosmopolitan cities with temperate climate. It is a city of gardens and a centre of industry and commerce. Elegant, princely Mysore, however, is a tourist city. The nearby Brindavan Gardens, illuminated at night, provides one of the most beautiful sights in the world. If you are interested in temples, art and architecture, and excursion to Halebid and Belur can be rewarding.

The State of Kerala, on the Malabar coast, is a lush green wedge between the Western Ghat mountains and the Arabian Sea. It lives up to the most romantic notion of a tropical country: silk-smooth beaches, clear skies and graceful, smiling people who live in a land of paddy fields, coconut groves, shady lagoons and warm seas. Kovalam, a magnificent beach resort not far from the State capital Trivandrum now renamed Thiruvananthapuram-sums it all up.

Major Indian Hotel Chains: Today, we have four major chains of Hotels in India.

1. Ashok Hotel chain run by India Tourism Development Corporation (ITDC). It has 35 hotels with 3,000 rooms, ITDC also runs some restaurants in foreign countries, i.e., Russia and New Zealand.
2. Oberoi Hotel chain-it has 26 hotels: 14 in Indian and 12 abroad. They have started a second chain of budget hotels called Trident and Novotel groups.

3. Welcome-group has 21 hotels in India.
4. Taj Group owned by the Tatas has 28 hotels in India and 15 overseas. The Taj Group has also started a second chain of budgeted hotels called Gateway Hotels.

Tourism Plan: Malta already had a long established hotel industry, but the government, with the support of the operational sector, decided that it was appropriate for the tourism industry to be comprehensively reassessed and that a tourism master plan should be prepared outlining new strategies, policies and initiatives to be adopted. Financial support for this was forthcoming from the world Tourism Organisation with the actual funding being provided by UNDP, and the report was completed in 1989.

The plan involved both product and market reassessment from which the strategies, policies and development objectives could be derived. It was agreed at the outset that the master plan had to be market orientated. The product has to be market lead.

A major constraint on the size, and influence on the type, of future tourism to Malta was provided by both the relatively small size of the Maltese Islands and also a population of only 350,000. This population was already receiving 780,000 visitors annually (1988).

It was soon agreed that Malta would not wish to receive many more tourists by number, and that any increases should be in the shoulder months and low season rather than in the congested high season.

Similarly, every effort needed to be made to improve the quality of tourism, in order that average spends should be higher, and that this was more important than increasing numbers, particularly in the busy summer months.

It was readily apparent that there was too much reliance on the large British market. Malta was therefore vulnerable to

swings in the British market, swings which could be outside Maltese control such as a recession in the UK.

Amongst the strategies that were recommended were therefore to:

- Improve the quality of the product, and at the same time lengthen the season. This was to be achieved by a number of methods including the encouragement of specialised watersports and activities. For example Malta already has an excellent reputation for scuba diving and this in itself offered potential in what tends to be a high spending market. Yachting also was seen as providing potential.
- Sports, cultural and other attractions were seen as providing opportunities, including cultural tourism, perhaps as part of winter multi-destination visits for example linking with other Mediterranean Island such as the nearby Sicily, Crete, and Cyprus.
- Encouragement of conference business was foreseen.
- A number of potential new developments were discussed with the aid of an international and a local planner in the team advising on the environmental aspects. Conservation of a number of sites was another issues addressed in the report.

The report recognised the importance of human resources to the tourism industry and in particular the need to improve the image and career structure of the industry. It recommended:

- Active industrial involvement in training;
- Proposals for operational aspects of the Institute of Tourism Studies;
- More overseas placements for management trainees;
- Launch of a tourism awareness programme for schools;

- Creation of more attractive career structures in the tourism industry;
- Increased funding by the private sector of the training institution.

It is obviously early days yet to review the effects of a plan the objectives and strategies of which will be developed over the period 1990=2005. However, tourism results for 1990 indicate that visitor arrivals will increase by some 5 per cent over 1989 and that already some success has been achieved in reducing over-reliance upon the UK market-down by some 7 per cent. In contrast, and in line with the recommendations, the German share of the market has increased considerably.

Other parts of the tourism strategy that have already been implemented include the moving of the various tourism department together under one roof in Valetta.

Jeep. Trademark for a strongly built four-wheel drive vehicle used for travelling over rough ground.

Jetty. Small quay, a landing stage for smaller boats.

Jewel. (a) precious stone (b) ornament to be worn, made from precious stones or precious metals, or of imitation stones.

Jitney. (in the Caribbean islands) cheap bus.

Journey. Travelling from one place to another; he planned his journey to visit all the capitals of Europe in two weeks.

Jug. Container with a handle, used for pouring liquids; a jug of milk; there is a jug of water by the bedside.

Jumbo. (jet) The Boeing 747, a very large jet aircraft.

Junior. 1 Lower in rank; *junior clerk* = clerk, usually young, who has lower status than a senior clerk; *junior executive* or *junior manager* = young manager in a company 2 noun (humorous) the son of the family; Harry Markovitz Junior; *junior suite* =

large hotel room divided into living room and bedroom areas.

Junk. Food noun bad commercially prepared food with little nutritional value and containing few fresh ingredients

Junket. Expensive business trip, paid for by a company or by a government

Jut. To jut out over something = to stick out beyond something, usually horizontally; *the balcony juts out over the main street*

K

Kaolin. White powder, the natural form of aluminium silicate or china clay.

Karaoke. Entertainment, coming originally from Japan, where people sing to recorded music; *karaoke bar* = bar which has a karaoke machine; *karaoke machine* = machine which plays the music of well-known songs, and displays the words on a screen so that people can sing along; *karaoke night* = night at a pub or club, when people can use the karaoke machine.

Kebab. Dish of pieces of meat, fish or vegetables stuck on a skewer and cooked over a charcoal grill; a *lamb kebab*; a *pork kebab*; *doner kebab* = Turkish meat dish, where a large piece of meat is cooked on a spit in front of a grill, and slices are cut off and served with pitta bread and salad, usually as a takeaway; *Seekh kebab* = kebab made of lamb, with peppers, onions and tomatoes cooked on a skewer over a charcoal grill.

Kedgeree. Spicy mixture of rice, fish, curry and eggs (traditionally eaten at breakfast).

Keg. Small barrel, especially an aluminium barrel in which beer is stored with gas mixed in with it; *keg beer* = beer which is stored in a keg and served from a pressurized pump.

Kernel. Softer edible part inside a nut.

Ketchup. Tomato sauce, usually available in cafes, etc. in bottles or sachets; hamburgers with ketchup; I know someone who likes ketchup on his omelettes.

Kettle. (a) metal or plastic container, with a lid and a spout, used for boiling water; each bedroom has a kettle, tea bags and packets of instant coffee (b) large container used in a kitchen for boiling soup, stew, etc.; fish kettle = long metal container for cooking a whole fish.

Kidney. (a) one of a pair of organs in animals that extract impurities from the blood (b) this organ used as food; grilled kidneys with bacon; kidney bean = type of bean with reddish seeds shaped like a kidney.

King Drawn. Type of very large prawn, the type which is served as scampi.

King size bed. Double bed which is wider and longer than normal.

Kiosk. Small wooden shelter, for selling goods out of doors; a newspaper kiosk; *telephone kiosk* = shelter with a public telephone in it.

Kipper. Smoked herring, which has been opened up and is flat.

Kir. Drink of cold white wine, served with a dash of *creme de cassis* (blackcurrant liqueur); *kir royal* = similar drink made with sparkling white wine.

Kit. Clothes and personal equipment, usually packed for travelling; *first-aid kit* = box with bandages and dressings kept ready to be used in an emergency; *sewing kit* = small wallet with needle, thread, etc., which can be used for making repairs to clothing in an emergency (as for sewing on a button) (often supplied in a hotel room); *repair kit* = kit for repairing a machine, especially a kit for repairing a car; there is a repair kit provided in the boot of each car.

Kitchen. Room in which food is prepared before serving; the

inspector found cockroaches in the hotel kitchens; kitchen clerk = *aboyeur*, the person in the kitchen who shouts the order from the waiter to the chefs, and pins the waiter's written order on a hook relating to the particular table (called 'aboyeur' because he barks out the orders); kitchen hand = person who does general work in a kitchen; kitchen porter = person who carries things about in a kitchen.

Kitchenette. Small kitchen (in a corner of a living room); each studio flat is equipped with a bathroom, kitchenette and balcony.

Kite Mark. GB mark on goods to show that they meet official standards.

Kiwi Fruit. Subtropical woody climbing plant (*Actinidia chinensis*) which bears brownish oval fruit with a green juicy flesh; the plant was developed in New Zealand, and is now grown in many subtropical regions including southern Europe; also called 'Chinese gooseberry'.

Kleenex. Trademark for a paper handkerchief; there is a box of Kleenex in the bathroom (NOTE: there is a plural form Kleenexes which is used when referring to several handkerchiefs, but the word Kleenex can also be used as the plural form: a box of Kleenex).

Knife. Implement with a sharp blade, used for cutting and spreading; bread knife = (i) large knife with a serrated edge like a saw, used for cutting slices of bread plate, used for spreading butter on pieces of bread and cutting tghem; fish knife = knife with a blunt wide blade, ending in a point, used with a serrated blade, used for eating meat, mainly steak (NOTE: plural is knives).

Knot. Unit of measurement of speed of ships, aircraft, water currents or wind (equivalent to 1.85 km per hour); the ship was travelling at 23 knots; wind speed of 60 knots.

Knowledge. What is known; (informal) the Knowledge = knowing

the road map and street plan of London, which taxi drivers have to know by heart, and on which they are tested before getting their licence.

Knuckle. Joint on the leg of an animal (when used as food).

Kosher. (food) prepared according to Jewish law; there's a kosher restaurant on 21st Street.

Krona. Currency used in Sweden and Iceland.

Krone. Currency used in Denmark and Norway.

L

Labour. Day American national holiday celebrated on the first Monday in September.

Larger. German type of beer, which is pale yellow in colour, highly carbonated, and relatively sweet.

Lagoon. Area of sea water almost completely surrounded by land, especially by a coral island.

Lamp. Electric device which produces light; *bedside lamp* = lamp next to a bed; *standard lamp* = lamp in a room on a tall pole; table lamp = lamp on a table; I had to call room service because lamp isn't working.

Larder. Room or cupboard for storing food; *larder chef* or chef garde-manager = chef in charge of cold dishes, salads and salad sauces, sandwiches, and who cuts meat and fish ready for cooking in the kitchen.

Larva. Stage (caterpillar or grub) in the development of an insect, after the egg has hatched but before the animal becomes adult (NOTE: plural is larvae).

Lasagne. Lasagna flat sheets of pasta, arranged in layers in a dish, often with meat, sauce and cheese, and baked in the oven.

Last-minute. Very very late; tour operators are offering tours at half price or half-price tours to people making last-minute

bookings.

Latitude. Position on the earth's surface measured in degrees north or south of the equator.

Lavatory. (a) room with a toilet, usually with a flushing bowl for getting rid of waste matter from the body; the lavatories are situated at the rear of the plane; there is a gentlemen's lavatory on the ground floor (b) bowl with a seat and a flushing system, for getting rid of waste matter from the body.

Laver (bread). Seaweed, used as food, in Wales (eaten at breakfast); see also SEAWEED.

Lazy Susan. Revolving tray, placed in the centre of a dining table to hold condiments, extra dishes, hors d'oeuvres, etc.

Lectern. Stand with a sloping surface on which you can put a book or papers, etc., from which you are going to read aloud in public; the conference room is equipped with a lectern.

Lecture. Talk, especially to students or any group of people, on a particular subject; lecture tour = tour with lectures on the places or buildings visited, paintings or other objects seen, etc., the museum has a programme of lecture tours on 20th-century art; the group went on a lecture tour of sites in Greece.

Leek. Vegetable related to the onion, with white stem and long green leaves.

Legionnaires'. Disease noun bacterial diseases similar to pneumonia.

Leishmania. Tropical parasite which is passed to humans by the bites of sandflies; hence people camping in the desert are potentially at risk.

Length. Being long; a stay of some length = quite a long stay; length of stay = number of days a guest stays in a hotel

Lettuce. Green salad plant.

library. (a) place where books are stored (to be read or borrowed or consulted) (b) collection of books; passengers can use the ship's library; the hotel has an excellent library of romantic novels.

Lie. To be in a position; the town lies at the end of the valley.

Lifeboat. Boat used to rescue passengers from sinking ships.

Lime. (a) *Citrus aurantifolia*, a citrus fruit tree, with green fruit similar to, but smaller than, a lemon; lime juice = (i) juice of a lime; (ii) concentrated drink which tastes of lime; gin and lime = drink made with gin, lime juice and ice cubes (b) northern deciduous tree (*Tilia europea*) with smooth leaves and yellowish flowers; lime tea - drink made from the dried flowers of the lime tree.

Limo. (informal) = LIMOUSINE; stretch limo = luxurious hire car, which is much longer than the normal models, used to carry important passengers.

Limousine. Large luxurious car; limousine transfer to hotel = transfer of passengers from an airport to their hotel in a limousine, provided free by the hotel or airline.

Liner. (a) large passenger ship (b) dish on which another dish is placed containing food ready for serving.

Linoleic. Acid one of the essential fatty acids which cannot be synthesized and has to be taken into the body from food (such as vegetable oil).

Liqueur. Strong sweet alcohol, made from fruit or herbs; raspberry liqueur;

Liqueur. Chocolate or chocolate liqueur = small chocolate containing a liqueur.

Listeria. Bacteria found in some prepared foods and in domestic animals, which can cause infections such as meningitis.

Litchi. Or lichee or lychee noun subtropical fruit (*Litchi chinensis*)

a native of China; it produces fruit with a hard red skin and a soft white juicy pulp surrounding a hard shiny brown seed.

Literature. Written information about something; please send me literature about your tours to Italy.

Litter. Rubbish left on streets.

Loaf. Large single piece of bread, which is cut into slices before being eaten; sliced loaf = loaf of bread which has already been sliced mechanically before it is sold (NOTE: plural is loaves).

Lobby. Main entrance hall of a hotel, large restaurant, theatre, etc.

Lobster. Shellfish with a long body, two large claws, and eight legs, used as food; lobster bisque = chowder = milk soup made with lobster.

Locate. Verb to be located = to be in a certain place; the hotel is conveniently located near the motorway.

Loganberry. Soft red fruit, a cross between a blackberry and a raspberry.

Loggia. (in southern Europe) Covered gallery which is open on one side.

Logo. Symbol or design or group of letters used by a company as a distinctive mark on its products and in advertising; the hotel group uses a small pine tree as its logo.

Loin. Cut of meat, taken between the neck and the leg; a loin of pork.

Longitude. Position on the earth's surface measured in degrees east or west.

Loose. Not packed or packaged together; loose change = money in coins; loose tea = tea which is not in teabags; to sell loose sweets or to sell sweets loose = to sell sweets in small quantities which are separately weighed, not in packets.

Lorry. GB large vehicle used to transport goods; lorry driver = person who drives a lorry (NOTE: also called truck).

Luge. Sledge for downhill competition racing, on which two or more people lie on their backs, with their feet going first.

Lukewarm. Slightly warm, not hot enough; the bath water is only lukewarm; we sent back the coffee because it was lukewarm.

Luscious. (fruit) which is sweet and juicy.

Lyme. Disease noun viral disease transmitted by bites from deer ticks (*Borrelia burgdorferi*). It causes rashes, nervous pains, paralysis and, in extreme cases, death. The ticks are common in forests in the USA and Europe.

Lyophilize. To freeze-dry (food), a method of preserving food by freezing it rapidly and drying in a vacuum.

M

Management Contracts: Under management contracts, a company which operates a hotel has no financial interest in the hotel's real estate (land or building). The landlord who owns it has no interest in managing it. So, he hands over the property to a management company to manage and operate the hotel on his behalf. The management company receives a basic fee for operating the property on behalf of the owner plus an incentive in the form of a share in the overall profits. The system of operating hotels under management contracts is not very old but it is now quite popular.

It was the management contracts system which allowed hotel companies such as Hilton International to expand rapidly around the world. With the management contract, the investment risk is transferred to the property owner and the management company can concentrate exclusively on operations.

Some of the Indian hotel chains like the Oberois and the Welcomegroup are managing hotel properties in India under similar contracts.

Market Analysis and Segmentation: A thorough analysis will point up the market potential and the potential offered by particular market segments. The marketer who undertakes this analysis will also be indentifying the external factors

which the impinging on his marketing, the operational environment in which the marketing of the product is to be orchestrated. The external factors such as economic growth rates inflation, exchange rates, political stability, competition, consumer legislation/protectionism, institute the forces which determine the marketing opportunities and constraints.

Tourism marketing needs to be selective because no service, no tourism product, no destination can satisfy the wants and needs of the total market.

Market research will need to be undertaken to determine the size and worth of markets and segments. Measuring markets is an essential part of strategic and marketing planning. But planned developments are not so much concerned with market measurement as market potential which involves forecasting techniques. This forecast of potential will help to guide the planners to make informed judgements within certain parameters. It will provide a range of options.

The OECD publishes an annual digest on trends, governments policies and specific sector studies which provides valuable data for developments studies.

Destination/tourist organisations can very often be enormously helpful in providing data on individual markets and segments. Many NTOs produce strategic guidelines for the industry from which their own marketing strategies derive and these will almost certainly include forecasts for up to five years ahead for individual markets. It is always worthwhile consulting the researchers and statisticians of the national or regional tourist boards who will not only allow access to data held in their offices or libraries but will very often be able to suggest other useful sources. This is no substitute for undertaking specific research but it will narrow the range and almost certainly the cost of that research.

There must be a clearly identified market for any product. As far back as 1968 the Xerox Corporation in the USA produced

a machine which could produce a long distance high speed facsimile of a document, but it is only in recent years that the fax become so widely used. In the 1960s Xerox felt that there was insufficient demand for a machine with such a capability outside the USA and consequently did not add it to their product range.

A honeypot development can create a market for other products. For example the development in Manchester of GMex, an exhibition centre from a discussed Victorial railway station brought a number of hotel developments in its wake—some created from redundant buildings. Similarly in Birmingham the National Exhibition Centre spawned hotel development: likewise the Conference Centre in Brighton. Alas, hotel developers too often wait too long and so pay a higher price. A case in point is London's Docklands where land values were very cheap but have increased substantially over the past ten years. Only now are we beginning to see hotel developments. Hotel developers were slow to spot the market potential even after the transport system was in place.

Strategic plans for developments are not so much concerned with market measurement as market potential which involves forecasting techniques. This forecast of potential will help to guide the planners to make informed judgements within certain parameters and will provide a range of options. See Appendix to this chapter on *Forecasting*.

Having analysed products, markets and segments as part of the diagnostic process of planning, the important next stage is to match the right product against the right market and the right segment within that market. For attractions, segments will include specific foreign markets, the domestic market and day visits; for an hotel, specific foreign markets and segments within those markets; coach tour groups, incentive groups, business travellers, etc: the domestic market: business and leisure travellers, the short break market,

leisure learning, activity holidays; and the local market: banquets, weddings, club dinners, hobby groups etc. As an exercise it will help to establish the potential for the development but it will also be the launch pad for the marketing plan since marketing is concerned with communicating the right product to the right market and the right segment.

Table Product/market fit table for hotel

	Local		Domestic		Overseas					
	Up to 100 miles	Up to 200 miles	Rest	A	B	C	D	E	F	
Meetings/Hobby groups										
Weddings/Banquets										
Corporate lunches/dinners										
Independent leisure										
Car touring leisure										
Leisure learning weekend										
Off peak break										
Coach touring										

Independent business

Corporate meetings

Trade fairs

Incentive travel

Market

All the potential Sources of business for an operation. Markets are socio-economic and geographic including the economic level of individuals, companies, institutions and other audiences that the product is designed to appeal and the geographic distribution of those people and organisations that are potential sources of business.

Marketing: Marketing is different from sales. Selling caters to the whims of the manufacturer while marketing looks after the needs of the consumers. If we do not take into consideration the changing preferences of consumers, we may be out of business very soon. Therefore, a successful businessman always has his written marketing plans. To prepare a marketing plan, we need to take the following steps:

1. *Research:* To find out where our customers are, where they live, what they do and what their likes and dislikes are.
2. *Preparation of a Marketing Plan:* On the basis of the above research.
3. Developing communication channels to let the potential customers know about our product. It is also called promotion.
4. Regular monitoring and evaluation of sales results. If the plan is not working, we must change the strategy.

Market Product Relationship in Tourism Development. The product is the foundation of the marketing programme and the market is the basis for product development. The product/market fit table is the launch pad, in as much as it attempts to fit the right product to the right market and segment. Market analysis and a realistic assessment of market potential are key components of the developments plan. Once the development has taken place marketing will be vital for its success, indeed a marketing strategy should be developed as part of the plan.

We have seen in earlier chapters how tourism has grown into an industry of international significance and how it is beginning to evolve. Increasingly the products and the service have to meet consumer expectations. Whether the development is demand led as in the case of the Costa Brava development, or supply led as in the case of Aviemore and Languedoc Roussillon, there must be a market and analysis of demand in the markets must be complemented by an analysis of tourist resources at the destination. Demanded product development responds to an existing demand such as a need for sun, sea and sand holidays by sun starved northerners. Supply led products or even destinations are developed and subsequently go in search of a market or markets. Tourism development must be market led.

In tourism there are three distinct markets: the domestic, the international, the day visitor. While the internationally accepted definition of tourist generally excludes the day visitor, the facility provider very often needs to take this market into account in his planning. A development may be designed to cater exclusively for the international traveller-Kenya, Mauritius, Bermuda, and Seychelles are all examples. But even where there is no local demand tourism generally works better if local people are involved from the outset.

The tourist product is a satisfying activity at a desired destination. Many independent suppliers-transporters, accommodation providers, facility operators, caterers-and retailers-provide the tourist experience. Independent yet interdependent and it is for the official tourist board to supply the destination co-operative marketing base, the focal point for consultation as the basis for product development. The marketers can shape the development and present it in an attractive and appealing way.

Plans must look at the existing situation; analyse the strengths and weaknesses of the destination, the opportunities and the constraints to growth. This must be the foundation of the strategy and the strategy itself must be related to official tourism policy; the agreed policy and objectives for the destination whether country, region or resort. Objectives will be derived from a agreed mission statement and aims and could include such things as increased employment, increased foreign currency earnings, enhanced amenities for leisure and recreation, conservation, The mission statement should be succinct (usually not more than 30 words) and address three things: what do we do how do we do it? and for whom do we do it: Aims to further develop the purpose for which an organisation exists. Objectives are specified planned achievements for furthering aims and may be specified in terms of planned output or performance. Targets provide the quantified steps towards achieving objectives, usually within a specified timescale. Together they form a hierarchy with targets as a stepping stones to objectives - objectives a stepping stone to aims. Unless it is recognised that the market dictates though there will almost certainly be any undisciplined response by the producers. Planning attempts to rationalise and take the guesswork out of decision making but there must be creativity, a leap in the imagination, if developments are not to be sterile and they must be perceived to be special, to provide a quality and a consistency.

Philip Kotler defines marketing strategy as:

A set of principles of adjusting the marketing programme to changing conditions. Marketing strategy acts as an overall plan that comprehends various possible developments and states the principles for meeting them.

If the development is sound new traffic movement will grow rapidly and may continue with reducing marketing investment for some years.

All products though have life cycle, which may be short or long. The product is launched, grows to maturity, plateaus, and then gradually declines. The decline can be halted and reversed however with refurbishment, representation or additional features. It can also be reversed with a change of branding and positioning or even a fresh injection of publicity. The hotel notching itself up a couple of start following a refurbishment programme, the provision of en suite bathrooms. A health and leisure complex, is an obvious example of arresting and reversing product decline. Madame Tussaud's has had a long life cycle stretching back almost two hundreds years but there is a constant injection of new models and new techniques into the show to sustain interest.

Strategies must take a long term view targets should be set for regular monitoring and appraisal. Marketing tactics may well have to be changed in the light of experience but the overall long term strategy will remain in place.

Macaroon. Small sweet almond biscuit.

Mackerel. Sea fish with dark flesh, eaten grilled or smoked; also used for canning.

Maggot. Soft-bodied, legless larva of a fly, such as a bluebottle, warble fly or frit fly.

Maiden. Name noun surname of a woman before she married.

Maitre. D'hotel US maitre d' noun head waiter, the person in

charge of a restaurant, who is responsible for all the service and takes orders himself from customers; *maitre d'hotel de carre* = station head waiter, a chief waiter who is in charge of a station, and takes the orders from customers (in the USA, this is the 'captain').

Mall. US shopping mall = enclosed covered area for shopping, with shops, restaurants, banks and other facilities.

Malt. (a) grain which has been prepared for making beer or whisky by.

Manage. (a) to direct or to be in charge of; she manages a restaurant; he manages one of our *chain of hotels* (b) to manage property = to look after rented property for the owner (c) to manage to = to be able to do something; did you manage to catch the train? she managed to confirm six flight bookings and take three phone calls all in two minutes.

Mandatory. Meeting noun meeting which everyone has to attend.

Mango. Tropical tree (*Mangifera indica*) and the fruit it produces; the fruit is large, yellow or yellowish-green, with a soft orange pulp surrounding the very large flat seed; mango chutney or mang pickle = spicy chutney or pickle made from mangoes (NOTE: plural is mangoes).

Mangosteen. Tree (*Garcinia mangostana*) which is native of Malaysia, but which is now cultivated in the West Indies; the fruit has a dark shiny rind and a soft sweet white flesh.

Manhattan. Cocktail of rye whisky, Italian vermouth and angostura bitters.

Manifest. List of goods, cargo, or passengers; passenger manifest = list of passengers on a ship or plane.

Manpower. Number of workers; *manpower planning* = planning to obtain the right number of workers in each job; manpower requirements = number of workers needed; manpower

shortage or shortage of manpower = lack of workers.

Map. Diagram of a town or country as if seen from above; the hotel has maps of the centre of the town; do you have any maps of the region? I'll draw you a map of the town, otherwise you can easily get lost; *physical map* = diagram showing mountains, rivers, etc.; *road map* = map showing the main roads in a country; *street map* or *town map* = diagram showing the streets of a town with their names.

Maraschino. Cherry preserved in liqueur, used to decorate a drink, etc.

Margarine. Mixture of animal or vegetable fat which is used instead of butter.

Marge. (informal) = MARGARINE.

Marina. Arrangement of a harbour with floating jetties where a large number of pleasure boats can be tied up.

Marital. Referring to marriage; marital status = state of being married, single, divorced, widowed, etc.

Marjoram. Herb (*Origanum*) used in Mediterranean cooking, especially pizzas.

Mass tourism: Large scale movement of travellers and the development of a standardized product.

Marquee. Very large tent, used for wedding receptions, prize-givings, etc.

Marrow. Vegetable of the melon family, producing very large fruit.

Marsala. Sweet Italian wine.

Martini. Drink made of gin or vodka and dry or sweet vermouth; dry martini = cocktail of gin and French vermouth, served with an olive.

Marzipan. Paste made from ground almonds, sugar and egg,

used to cover a fruit cake before icing or to make individual little sweets.

Master. Controlling; master bedroom = main bedroom; master key = main key which opens all doors in a building; master switch = switch which controls all other switches.

Mat. Small piece of carpet or woven straw, etc. used as a floor covering; bath mat = small carpet to step on to as you get out of a bath; see also TABLE MAT.

Mayday. SOS, the international signal to show that you are in distress; the aircraft captain put out a Mayday = he radioed a message to air traffic control to say the aircraft was in danger.

Mayonnaise. Sauce for cold dishes, made of oil, eggs and lemon juice or vinegar.

MCO: What the airline gives you when you drop a sector on your travel; no cash is given, but this miscellaneous charge order takes care of your excess baggage, accommodation, meals, even a fresh ticket on any other sector.

Mead. Alcoholic drink made from honey.

Meal. (a) food eaten at a particular time of day; full board includes three meals: breakfast, lunch and dinner; you can have your meals in your room at a small extra charge; meal service = serving of meals on a plane; meal time = time when a meal is usually served; meal times are shown on the noticeboard (b) roughly ground flour; see also WHOLEMEAL.

Medical. Referring to the study or treatment of illness; *medical certificate* = document signed by a doctor to show that a worker has been ill; *medical inspection* = examining a place of work to see if the conditions will not make the workers ill; *medical insurance* = insurance which pays the cost of medical treatment, especially when travelling abroad.

Menage French. (meaning 'housework') the cleaning and

preparing of a restaurant for guests.

Meningitis. Inflammation of the meninges, where the patient has violent headaches, fever, and stiff neck muscles, and can become delirious; aseptic meningitis = relatively mild viral form of meningitis.

Merchandising. Organizing the display and promotion of goods for sale.

Methyliated. Spirits or meths noun alcohol, stained purple, used as fuel in small burners to keep food hot at table, or for cooking certain dishes at table.

Measurement of Tourism: Statistics pertaining to foreign tourist arrivals are compiled by the National Tourist Organisation (NTO) of each country on the basis of information collected from immigration cards at international airports.

Information on expenditure, length of stay, etc., is compiled on the basis of sample surveys conducted from time to time by the National Tourist Organisation of each country.

World wide tourism statistics are developed by the World Tourism Organisation (WTO) in Madrid on the basis of information received from the various National Tourist Organisations.

Statistical information is essential for developing tourism plans and to avoid mistakes in planning.

One finds tourist information offices in all major cities of the world set up by the local governments or municipal corporations. The objective of opening these offices is to facilitate the movement of tourists. A satisfied visitor is the best Publicity agent of a city or a country.

In order to motivate foreigners to travel to their countries, India and many other nations have opened their tourist offices in countries where the people are rich and can afford to travel overseas. India has its 16 tourist offices in major

cities of the world like Tokyo, New York, Los Angeles, London, Toronto, Sydney, Paris and Frankfurt.

Measuring Market Potential: An essential aspect of market measurement relates to market potential. This involves forecasting techniques. Forecasting is not an exact science. Usually estimates of future traffic reflect potential not necessarily targets. The object is to guide, to assist informed judgements in marketing and developments. It is not a crystal ball exercise predicting the future but rather giving indications of possibilities, a range of options, orders of magnitude and not precise figures. Cost and benefits, Favourable and unfavourable factors, strengths and weaknesses must be considered in assessing likely trends. Furthermore, in the exercise of options account must be taken of proposed action to exploit markets, to use the marketing forces to achieve certain objectives.

The principal methods of forecasting are:

- (a) the projection by extrapolation of historic trends;
- (b) extrapolation, subject to the application of 'Weights' or variables.

These may be accompanied by the Delphi method of structured group discussions by traffic flows. The 'Delphi' discussion will be used primarily to evaluate weights and variables. The third method is the use of mathematical models. While this was popular in the earlier periods of growth in mass tourism in the 1950s and 1960s the more sudden and dramatic changes in economic and social backgrounds, and the increasing strength and dynamism of market forces have made the models imprecise and too theoretical for use on their own. Market surveys, identifying trends from listening to the market place have become vital factors in estimations of potential.

In recent years the European Travel Commission has carried out forecasting exercises in cooperation with the principal

tourism industry sectors. Methods involved projections, study of industry sector reports, and group discussions. The blend of specialist economic, market research and marketing knowledge and experience resulted in remarkably accurate medium-term forecasting (five to ten years), offering a range of possibilities on a high, medium and low basis. The studies have been repeated. Ideally the potential estimates need to be carried out on a rolling forward basis covering five to ten years, giving ranges of growth indicating the scenarios or likely external and market conditions. Clearly, the studies must take into account not only the longer term changing trends, traffic growth rates but basic 'external' factors such as GNP and personal disposable income, likely tax and other fiscal changes, purchasing power, which might be affected by fluctuating exchange rates, political factors, unrest or restriction. For example, the introduction of visas for Americans and other non-EEC visitors as a security measure by the French had a bad effect on their transatlantic business in late 1986 and in 1987.

The Institute Transport Aerien in Paris carried out the first very detailed forecasting exercise for the European Travel Commission in 1980 Aviation and Tourism International completed a second monitoring exercise for the Commission in 1983. The following table from the letter report indicates the forecasts made, the timescale and looking back how forecast compared with the results.

Comparison of 1990 forecasts

	<i>ITA</i> <i>Middle</i>	<i>ATI</i> <i>Most likely</i>
WORLD TOURIST ARRIVALS		
Annual growth	6.4%(1)	51%(2)
1990 forecast	536M	415M

ETC EUROPE ARRIVALS

Annual growth	5.1%(3)	5.1%(2)
1990 forecast	242M	239M

MAIN OVERSEAS FLOWS
USA

Annual growth	3.5%(3)	5.0%(2)
1990 forecast European arrivals	16.0M	14.5M
US departures	6.3	6.3M

Canada

Annual growth	4.0%(3)	4.0%(2)
1990 forecast European arrivals	3.7M	2.9M
Canadian departures	—	1.1M

Japan

Annual growth	7.6%(3)	6.7%(2)
1990 forecast European arrivals	4.1M	3.0-3.3M
Japanese departures	0.7-0.	75M

(1) From 1979 base (2) From 1982 base (3) From 1978 base

In the first case the economic recession, the oil crisis and the end of a long period of continuous growth with slowly emerging changes in lifestyle and behaviour affected the forecasts. The severity of the recession and the speed and scale of other major trends were underestimated not suprisingly. The second forecast by ATT usefully compared with the earlier forecasts has proved in the longer term remarkable accurate for world travel and for ETC Europe, although not so accurate for Europe, including the countries of eastern Europe.

Both studies were very thorough in their analysis of demand

determinants including income elasticity, GDP, price changes and especially exchange rates relative to other competing goods and services. ATI used a 'Delphi' type seminar to evaluate determinants and trends. Generally both groups of experts came to similar conclusions regarding the principal factors affecting future travel movements. This comparison of past studies not only vindicates the experts, work and their methods, but provides a valuable case history. Estimates of broad trends need to be on a longer term basis-five to ten years. They should cover field: in this case Europe and the world. They should be seen as indications of potential, and variations from the anticipated trend expected. These changes need careful analysis as they will normally reflect important demand changes or market response to alteration in the key demand determinants. As there were clearly not expected there will be many lessons to be learnt by management and marketers. Variations represent major shifts in demand patterns, not simply changes in one geographic market or one segment, or in one destination area. This can happen for a number of reasons including marketing and price relativity. There is free and force competition and the tourist can switch partonage between competing areas while the total market increases.

The international forecasts are necessary check points in national and regional market and development planning. The same principles should be used for national and regional strategies and plans.

Milk. 1 White liquid produced by female mammals for feeding their young, especially the milk produced by cows; *milk bar* = bar which serves milk, other milk products such as ice cream, and non-alcoholic drinks; *milk chocolate* = pale brown chocolate made with milk; *milk products* = milk and other foodstuffs produced from it, which are sold for human consumption; the main milk products are *liquid milk* (homogenized, *pasteurized*, *skimmed*, *sterilized* or UHT), butter, cheese, cream, ice cream, condensed milk and milk

powder; milk shake = milk mixed with flavouring and ice cream 2 veb to take the milk from: (an animal).

Millet. Grain used for food.

Minestrone. noun soup of Italian origin made of vegetables, beans, pasta and herbs, served with grated parmesan cheese.

Miscellaneous (charges) order noun voucher given by an airline which can be used to pay for meals or accommodation at the airline's expense.

Mise en place. French phrase (meaning 'putting in place') (i) *setting out chairs, tables, linen, etc.*, in a restaurant, ready for customers; (ii) *preparing ovens, pans, etc.*, in a kitchen, ready to start cooking for the day; (iii) *preparing the basic ingredients* for sauces, chopping vegetables, etc. ready for cooking.

Modern Tourism. The concept of modern tourism, as we understand it today, is relatively new not more than 60 years old. Our world has become small. Every place on our earth is now known and shown on the maps. No new America or India remains to be discovered. The barriers of distance have been broken in the last two centuries, by the invention of steamships, railways, motor cars and the latest in the line, aeroplanes. A man can have breakfast in London, luncheon in New York and dinner in Tokyo.

A lot of good things happened to the human race. Industrialisation has made the life of man easy. He does not have to work as hard as he did a 100 years ago. He gets holidays from work-in some countries people work only 4 days in a week and the remaining 3 days are holidays. Some companies allow their employees to choose their working hours. Besides, there are paid holidays every year. Several companies encourage their employees to go for a holiday once in a year and subsidise their travel. The result is a travel boom all over the world. It has been estimated that

4,000 million people travel for holiday every year and 450 million among them travel internationally or to foreign countries. International travellers annually spend US \$ 280 billion (1991 statistics). This is called tourism-people travelling for pleasure or on business and staying in hotels spending their hard-earned money at places where they do not normally reside or make a living. It is a new economic phenomenon, a new business, a new industry of vast dimensions and magnitude.

The expenditure incurred by such people in areas other than their own place of residence brings about prosperity in the areas visited, and creates new jobs for the local population. As a result of tourism, the people to the world are coming closer to each other. It must be remembered that tourism can flourish only if there is peace on earth. Any disturbance of peace hurts tourism as we witnessed during the short Gulf War started by Iraq in January 1991-it affected tourism all over the world.

Monitoring Tourism. From the above comments it is apparent that tourism is an activity of wide dimensions involving many organisations in both the public and private sectors, both domestic and abroad. This complexity makes it a difficult sector to manage and control. To monitor the sector's growth and development will require a national organisation with the responsibility and authority to undertake this task. Monitoring implies the tracing of developments against objectives and performance indicators. In economic and environmental areas, measurement techniques are well established. In relation to the social and cultural impacts of tourism, changes are often noticed over a long period of years, and are difficult to monitor in a quantitative way.

One of the great problem areas of tourism relates to its alleged social effects on resident populations. Governments must be aware of these problems and attempt to *manage* them by finding appropriate solutions. It is impossible at this

general level to suggest solutions. It is, however, essential that the problems of tourism are not ignored, for they are unlikely to go away and many fundamentally effect the visitor-host relationship as well as country image. Because of this social dimension, government must be involved in the monitoring role because ultimately it will be responsible for the social consequences of tourism, particularly where they manifest themselves in political protest.

Morocco Tourism

Morocco the country. Morocco is a country of 24 million people, situated in the North-Western part of the African continent and bordered by both the Mediterranean Sea and the Atlantic Ocean. It is only a short distance from the European mainland with Spain being only 15 kilometers from its coast.

The economy. Morocco has a well diversified economy although it remains an overwhelmingly agricultural economy. The development of agriculture and the export of agricultural produce has made Morocco virtually self-sufficient in food. Much of the industrial development in the country is associated with the products of the agricultural sector.

Handcrafts and the traditional crafts of copper, silver and leather-working, continue to be an important area of employment which, in recent years, has been stimulated by demand from the tourism sector.

Like most developing countries Morocco is faced with a rapidly increasing population with the current population of 24 million forecast to increase to about 32 million by the year 2,000. In an attempt to stimulate economic growth and create employment, the Government is following a policy of liberalisation to stimulate investment and activity by the private sector. It is hoped that liberalisation policies will encourage exports, tourism and the important remittances from Moroccan workers abroad.

Tourism policy issues. The main impetus for developing tourism

in the 1960s came from the Government. Much of the investment in infrastructure and management of the hotel sector was done by Government or its agents. Since 1983 the Government has adopted increasingly a role as enabler for development relying mainly on the private sector to provide the necessary development impetus. The Government has, over the last two decades, given tourism an increasingly important role in the economy. The current National Development Plan 1988-92 focuses on a number of targets:

- (a) To create new tourism development areas with a better regional spread of projects.
- (b) to create a wider spread of holiday products but to avoid problems relating to overcrowding at specific destinations.
- (c) to reduce the effects of seasonality in the North and South of Morocco.
- (d) to meet the growing competition from adjacent Mediterranean countries by ensuring the country remains a high-quality destination.
- (e) To develop new markets in the United States, Japan and the Far East.

An important feature of this development plan is that the private sector is expected to finance 52 per cent of the proposed funding. Appropriate training and the provision of training facilities are provided for, as is new legislation to encourage private domestic and foreign investment in tourism. Despite the actions of government and the private sector, much remains to be done, particularly in overseas promotion. Morocco is in direct competition with Tunisia for short-haul tourists from mainland Europe. Countries like Spain, Greece, Yugoslavia and Turkey compete in the same market segment. Although Morocco has more upmarket offerings based on the Imperial Cities circuit it is still much

regarded as a beach destination by European tourists; as part of its policy, it is also trying to broaden its image.

Role of tourism. In the Moroccan economy tourism contributes approximately 5 per cent of Gross Domestic Product (GDP) and about 7-10 per cent of earnings of foreign currency. International tourism arrivals in 1989 were 2.5 million with international tourism receipts being \$1.1 billion. There is an ambitious target for expansion of visitor arrivals in 1988-92 per cent annum. Current estimates are that the tourism, Sector employs 150,000 Moroccans. Again, in a country with a wide range of tourist attractions, future emphasis will be given to using tourism to stimulate regional development.

Tourism is now the second main earner of foreign currency after remittances from Moroccans working abroad. The Government obviously intends to continue to support the sector to assist in achieving regional development and wider economic diversification.

Conclusion. Over the last 20 years Morocco has made important developments in its tourism sector. To a large extent this is a result of positive government action encouraging liaison as a means of achieving economic diversification and regional development. There are still problems to overcome. Land for tourism development is not always available and when it is, can be very expensive. There is a need to attract more foreign investment which the new incentive legislation may help to overcome. Seasonality remains a problem in some areas and this might be ameliorated by better marketing or finding new markets. There is also some need for the Moroccan National Tourism Officer to have its powers of intervention in the tourism sector increased. Particularly related to the supervision of projects.

However, Morocco is a good example of a country competing for tourists in what must be one of the most competitive markets in the world-the European short-haul. It has established an organisational structure and legislation to

support that structure in an attempt to develop tourism to meet the economic challenges of the next decades.

Motels. Motel is meant for local motorists and foreign tourists travelling by road. Primarily designed to serve the needs of motorists, motels almost exclusively meet the demand for transit accommodation. They serve the function of a transit hotel except that they are geared to accommodate motor travelling guests for overnight stay.

Motels are mostly located outside the city limits in the countryside along with the main highway and preferably at an important road junction. Since these establishments cater mainly for persons travelling by road, their development is linked with the development of new motorways along which these are necessarily located. Motels are of different types. Some motels provide just the minimum services while others are well furnished with comfortable accommodation and excellent facilities. The accommodation provided in a motel is of Chalet type which is furnished having a dining hall with fixed menu. Shopping facilities for travelling public are also provided for in a motel.

An increasingly important segment of the accommodation industry, motels are looked upon as distinct asset which have enabled the industry to meet the changes in travel patterns and personal preferences of modern day traveller.

Multinational companies. The important role of multinational companies, or the large businesses operating in many countries, if not worldwide, is clearly demonstrated. There is much argument about their contribution to tourism, and to national prosperity in the countries concerned. An objective and professional appraisal of their role is essential for good management.

Although very large commercial companies are growing in size and number, they account for only a small part of worldwide tourism trade, generally less than 10 per cent and

an even smaller proportion in the industrialised countries where small business still predominates. Nevertheless they are expanding as economies of scale help dominate markets, and where expertise and fast changing technologies call for massive investment and risk taking. The speed of change also favours large units, as does an increasing conformity in market trends and fashions within major segments. They can create resources quickly, and are better able to respond to rapid change in the market place itself.

The single EC Market 1992 will undoubtedly encourage the creation of large groups but they are likely to operate worldwide and not confine their operations to the twelve member countries. Already large units are increasingly evident air transport and certain other passenger services such as cruise ships. Where large scale investment in involved rail and public road transport are candidates for growth. Car hire companies where three major companies, Avis, Hertz and Europcar dominate the European market, is another field for competition and expansion. Hotel and catering chains have been advancing rapidly with American French and British companies leading through Sheraton. Accor, Meridien, THF, Holiday Inns. Hilton.

Trends in hotels and catering company structure have changed significantly in recent times. Growth of the large company chains developed in the USA and spread after the war to Europe with American companies of Hilton and Intercontinental leading the way. Many hotel chains resulted from vertical intergration. Railway companies in Britain for example developed hotels with their main city terminal.

British Railways had one of the largest chains in Britain until 1980. Airlines needed to guarantee accomodation for their international passengers, all the more so as wide bodies jets stimulated mass long distance and high standard travel. But in the 1980s with more volatile trading conditions, airlines concentrated on their core transport business, and sold

hotels to hotel operators (Hilton to the British Ladbroke Company and Intercontinental to Grand Metropolitan, another British company). Thus the current trend is for the multinational hotel companies to concentrate on their accommodation and catering business and not to diversify. They are now expanding worldwide and not simply in Europe, America, or any other single continent. A major part of the business however may be concentrated in one region or one market segment for example business travel but not exclusively.

Major changes in the travel trade have yet to make themselves felt. There are relatively few large companies most of these are tour operators and virtually all are based on their own large national (domestic) market even when they offer international services over a wider field. Thomas Cook in Britain, American Express in the USA are famous names. They have always had strong international connections but are firmly established in their respective national markets. Both operate large financial services (travellers cheque and/or credit cards) and are more retail travel trade operators than tour organisers. There are signs of major changes in tourism commercial organisations as traffic flows increase.

In spite of tourism's dominance in national companies, particularly in wealthier countries, where it can be responsible for 5 to 10 per cent of GDP, and 5 per cent or more of total jobs. i.e. directly employed and doubled that figure if dependent indirect employment is included the industry remains largely a trade of small businesses and individual personal service. Dr. Heeley of the University of Strathclyde estimated that 10 per cent of the two million workers in the UK industry were self-employed. Clearly many others are in small firms or indirectly employed. This has some political as well as economic and social advantages not yet fully explored. Large units will grow and increase their share but will never control the trade. There will be special

national situations, and in the interest of public benefit and commercial prosperity measures to ensure fair competition in international trading will be essential. This is particularly true for air transport where variations in fares between routes cannot be explained in free market competitive terms.

Generally speaking the march forward of large commercial units operating on a multinational basis in industrialised countries, and especially in Europe must be expected and should be welcomed. This is much needed in the travel trade itself. New multinational institutions or organisations, or necessarily commercial firms responsible for exchanges, health, social groups (e.g. senior citizens) will grow to meet these new specialist market needs which the traditional tour packaging and retail trade is not servicing.

Criticism of multinational companies has been considerable and at times intemperate in the third world. Yet multinational business can offer substantial benefit to those developing countries starting up the process of creating a successful long term trade. They have expertise, *know-how*, investment funds, managerial competence and most important of all market penetration and control. Indeed for many virgin territories there is no option but to invite such resource owners and managers to help.

But for their part multinational companies are not charities. They are bound by company law, national and international, by the interests and demands of their shareholders, at least in the longer term, and always by the market place, which determines the profits needed for their very existence. Opportunities for investment and for new initiatives in the *developed* world are almost infinite. Furthermore risks may be less and returns more certain.

Accordingly developing countries, with the help of official governmental agencies, must invite and pay for joint scheme partnership with free enterprise organisations. These countries may be helped by the World Bank. United Nations

agencies and other regional governmental groupings for example the EC through their generous Lome Agreement, also national governments's technical aid schemes.

Many of the complaints about the activities of foreign investors and operators are theoretical and sometimes illogical. There is a widely held view that such investment leads to *leakage* of scarce foreign currency through capital repayment, cost of foreign labour, and imported materials including food and drink. Social and environmental costs or drainage are weakening the local culture and life styles: This may be justifiable criticism, and many failings may be due to weakness in management of the countries national tourism resources, administration, and errors in developments, in the choice of partners, and conditions of joint schemes.

It is the role and duty of the government in the developing world to manage their resources efficiently. This must not be confused with theoretical proposals to manage tourism or visitors. Tourism is basically a movement of people, a demand force and thus a market. It cannot be managed as such. The market will dictate conditions. This false assumption obscures the basic need to manage the *resources*: a matter of operation and a difficult task needing a variety of professional skills.

Resource management start with the preparation of an effective and realistic policy, and then a plan with related strategies for development and marketing which must be prepared together. Experts are available to help in this work, and should be chosen carefully to ensure competence and experience.

The implementation of the plan requires expertise of a different kind. There are skilled management consultants specialising in international traffic whose work can be supported by the appropriate official international agency.

A vital part of their work must be to advise on the role,

selection and partnership agreements of foreign developers including multinational companies. This will involve the offer of a package of *national benefits* by the government concerned including guaranteed repatriation of capital and profits, security of investment and tenure, fair operating conditions, the right to employ foreign management and other skilled labour, and favourable taxation. It is, for example, common to waive import duty on materials and supplies and sometimes give freedom from company or personal taxes.

Subsidies for capital investment may also be appropriate. The agreement for joint schemes to attract foreign operators needs commercial management with great experience and competence, to ensure a harmonious partnership balancing benefits for the territory and justifiable rewards or profits for the risks taken and investment made by the foreign companies. They in turn have scarce resources, and must choose one scheme for expansion rather than another. This will be determined by their company plan for their own greater property.

It is not a question of right and wrong, exploitation or protecting national interests, but rather the effective selection of commercial partners in international tourism development and a satisfactory management agreement to share risk and profit. There can be many forms of co-operation, joint schemes, agency or franchise agreements to full international commercial investment. There are quantifiable pros and cons for each form of investment. The government must consider long-term costs and benefits in their development plan before making agreements with commercial partners. It is also advisable, in view of the volatile nature of much tourism trade in developing countries to agree from the outset some form revision of the tourism plan and the obligation and rewards of the respective partners.

In many cases multinational companies operations in developing countries may be regarded as relatively small or marginal to their main commercial strategies. Accordingly risks disproportionate to anticipated profits may require some discounting through subsidies or favourable tax and other conditions for investment, as already indicated. There are a number of possible incentive schemes, examples of which were examined in a resort for the WTO by Jonathan Bodlend.

There can be essential requirements such as the employment of skilled foreign staff, and the ability to import equipment, food and drink etc. taking into account that the client will come largely from the richer countries of the world and expect international standards of service, if tourism potential is to be fully exploited.

The developing countries can benefit greatly from such foreign investment, and may well be unable to do without such support backed up by management skills and marketing resources. The material rewards can be great but the government must act responsibly as the guardian or owner of the national destination. It has a great responsibility to manage the national tourist resources effectively, and to invest wisely in expert advisors help.

It is essential for successful international trading to make the right agreements, and to discount risk appropriately through effective subsidies, grants, guarantees or other state facilities. But to strike the right balance, and avoid giving away too much needs professionalism and business experience. Ignorance, impatience and the lure of short term political advantage can be costly and may be disastrous. But these errors are often the cause of disappointing results in tourism programmes in third world countries rather than the fault of multinational companies.

There is criticism that the companies can be too greedy, that their activities may result in considerable *leakage* of foreign

currency and profits, and that they cannot be relied upon for long term support if conditions change. These potential problems or obligations should be dealt with at the outset by choosing competent partners and agreeing terms of partnership with professional guidance. Leakage of foreign currency is a misleading term. All foreign investment and sophisticated trades and industry require imported resources including raw materials and skilled labour as well as capital. Such costs will be an essential part of any successful industrial development, particularly when exploiting new resources. Tourism any in fact prove more cost effective in its use of prosperity than alternatives in primary or manufacturing industry. Studies have shown that the import content is usually much lower for tourism, a labour intensive service trade, than in most manufacturing trades. It can be lower than 10 per cent of producer costs in industrialised countries (excluding international transport). Furthermore in the third world countries there may not be better alternative economic resources for growth, and few if any that offer additional benefits in indirect employment and regional prosperity. Expansion of the visitor trade can create many secondary and support businesses stimulated by the lead of a few major internationally funded projects. Foreign companies can also help train the local work force to fill new jobs in an expanding business including management.

Multiplier. The numerical coefficient showing how great an increase in income results from each increase in such investment spending.

Multiplier effect. The money spent by the tourist circulates through the economy and stimulates it, as it changes hands and is spent and respent a number of times. There is a chain reaction of spending, triggered off by the "injection" of the tourist dollar into a destination economy. This constant turnover of tourist expenditure is known as the "Multiplier Effect".

Museum. Building in which a collection of valuable or rare objects are put on show permanently; we will visit the Victoria and Albert Museum this afternoon; the Natural History MUseum has a special exhibition of dinosaurs.

Mussel. Small mollusc with a dark blue shell, whose soft parts can be eaten

Muster station. Place where passengers on a ship must gather in an emergency.

Muttton. Meat from a fully-grown sheep (NOTE: the word is not much used, as most meat from sheep is called lamb even when it comes from an older animal).

N

National Tourist Organisation. Nationally, each government has set up a National Tourist Organisation (NTO). Their primary functions are promotion and marketing of the country as a tourist destination, planning and development of tourist infrastructure and in regulating to some extent, tourism-related activities. A good, efficient, honest and professional tourist organisation can do a lot to promote and improve the development of tourism in a country.

The rapid spread of education led to the desire to find out how people lived in other countries. Governments helped in the promotion of tourism by setting up national tourist organisations initially to promote inbound tourism to their country. Some countries actively promoted the concept of overseas travel among their own nationals. Take the case of Japan, this small country of 120 million people sends 12 million tourists to foreign lands every year, almost one out of ten Japanese! The Japanese Government considers it a way of balancing their huge trade surplus with other countries. The Japanese who come in India, for instance, spend money in India. And, the Indian Government which has an unfavourable balance of trade with Japan can balance the trade gap to some extent.

Napperon. Small square tablecloth, placed over a larger tablecloth to keep it clean.

Narrowboat. Especially long narrow boat, built for travelling on canals; the company offers two-week narrowboat holidays.

Near. Miss incident where two vehicles come very close by accident and almost crash into each other.

Nectarine. Fruit like a peach with a smooth skin.

Need of a Tourism Policy. A large number of reasons may be offered to support the view that a country, particularly a developing country, should devise a policy for tourism. In addition to the basic argument that resources should be used and allocated as efficiently as possible, as an international export sector, tourism has made important contributions to many countries economies. Tourism may also have other features which are of significance.

1. Tourism is often a substantial source of *hard foreign* exchange earnings.
2. As an export sector, tourism does not face trade or quota restrictions which confront many exports of manufactured goods, raw materials, and primary products.
3. Foreign and domestic tourists make use of a country's natural infrastructure e.g. climatic features, history, geography culture, etc. These attractions are of *the country* and are not specifically designed, in economic terms, tourism's use of the natural infrastructure has a low marginal cost.
4. Tourism is a relatively labour intensive activity; it has good potential for job creation, one of the major and continuing needs of the developing countries, and some developed countries.
5. As an amalgam of service and product demands, tourism can act as a catalyst for demand for goods from other sectors, e.g. foodstuffs, services, handicrafts. etc. In economic terms, there exist substantial linkage

possibilities between tourism activity and other sectors in the economy. In many countries, there would be substantial demand for construction services arising from tourist's need for accommodation and infrastructure.

As demand for tourism increases, it will bring with it not only opportunities for linkages with other sectors in the economy, but also consequences of a social, cultural, and environmental nature. These consequences, e.g. overcrowding at airports, traffic density, noise, pollution etc. will affect both public and private sectors. In these areas where tourism impacts on the country and society, there may well be conflicts with competing demands from other sectors of the economy, or with community interests at large. An example would be where tourism development competes with agricultural interests for land, with the consequent increase in land prices making it difficult for nationals to own land. In Chiang Mai in Northern Thailand, prime agricultural land has been sold by local farmers at prices, for them, which are very high. The purchasers, many who reside in Bangkok, regard these prices as cheap compared to city and urban levels.

How can the interests of the community and society be considered, and if necessary, protected? Who balances economic gains from tourism against possible disbenefits relating to social, cultural and environmental values? There is no simple, single answer to these questions, but without a considered policy approach, there can be no logical determination of such issues. A current example from Scotland relates to the continuing debate to either further develop ski facilities in the Cairngorm mountain region or to prohibit further development to conserve and protect Britain's only alpine region. In many tropical countries, the World Bank has halted a large number of projects which although economically attractive, are now expected to generate some environmental damage. At a global level, concern about the greenhouse effect has transcended national consideration.

In developed countries there exist formal and informal consultation procedures and administrative systems which provide a structure to discuss and resolve such issues. A well developed and innovative private sector usually exists in these countries. Government is essentially seen as an enabling force to stimulate development, with entrepreneurial activity coming from the private sector.

In most developing countries, government has the central and dominant role in the planning process. This role might be adopted through political preference, or necessity, or both. No two countries are similar in the range and difficulty of problems, they face, many developing countries have weak, embryonic tourism sectors; other countries have vigorous developed tourism sectors, and in the latter countries, much of the investment, management and development in tourism is from private sector initiative. However, as a general proposition, most developing countries are characterised by a scarcity of development resources. Tourism, as one sector of the economy, must compete for these scarce resources. The advocates of tourism must convince government that the sector is worthy of support.

In many countries, government has already accepted the importance of tourism, but few have given careful consideration to the type of tourism they want; to what extent their declared aims are realistic; and what needs to be done to achieve those aims. Such questions are at the heart of tourism policy formulation.

Nickel. US five-cent coin.

Nil. Zero, nothing; nil return = report showing no sales or income or tax, etc.

Nigerion Tourism

The country

Nigeria is one of the largest and most highly populated countries in Africa with a land area of 924,000 square kilometers and an estimated population in 1998 of 105 million. Nigeria is largely an exporter of semi-manufactured goods, limited range of textiles and raw materials, and substantially depends on oil for its main source of export earnings.

The economy

Although recognised as having perhaps one of the best potentials for developments in Africa, for various reasons Nigeria has failed to achieve either steady or substantial economic growth. Plagued by the problems of the civil war (1967-70) and by successive replacement of civilian governments by military governments, the country has been characterised by serious political instability. The economic goals of development have been frustrated by poor planning, poor management and by an inability to make productive use of its oil revenues. Tourism is now seen by the federal government as one means of diversifying the national and some state economies, by generating income and employment.

Tourism policy issues

The first positive effort to develop tourism in Nigeria might be traced to the Advisory Committee of the Promotion of the Tourism Industry in Nigeria which reported in 1959. This *ad hoc* committee involved a group of American travel agents to tour the country to comment and advise on tourism development possibilities. Most of the recommendations related to the need to concentrate development in selected sites and to improve infrastructural facilities and tourist services at these locations. The poor quality of infrastructure was noted and the absence of a federal agency to encourage and co-ordinate development. It was recommended that a Nigerian Tourist Association be founded. Financed by subvention from the public and private sectors: this was done

in 1962. Unfortunately, due to a poorly organised private sector and underfunding by the federal government, the Nigerian Tourist Association was ineffective. It was replaced in 1976 by a Nigerian Tourist Board.

The policy objectives for Nigerian tourism are set out in the Nigerian Tourism Act 1976 and may be summarized as follows:

- (a) The Board should be responsible for the determination of overall policy and for operational financial and economic programmes.
- (b) The Board was to recommend a land use policy for tourism.
- (c) To establish necessary subsidiary organisation to achieve tourism objectives.

In practice, the Nigerian Tourism Board has been unable to develop the tourism sector, largely because it is underfunded and has a limited authority base to stimulate developments. At the federal level it is on an inferior level to the main economic ministries, and at state level, the state tourism committees seem to have had limited impact. It is interesting to contrast this situation to India which is also a large, federal country. The main differences would appear to be that in India the tourism sector has been given an organisational structure, legislative support and appropriate levels of funding to achieve established goals. Nigeria has none of this and also suffers from major and continuing underfunding.

Role of tourism

Tourism is not an important sector in the Nigerian economy for the reason noted above. It is a large country with tourism potential but suffering from severe underfunding of the sector accompanied by a lack of adequate funding. It is difficult to estimate the real contribution of tourism to the economy. Nigerian Tourist Board figures for 1989 estimate 835,000 tourist arrivals

generating receipts of \$ 107 million. A starting figure is the estimated \$205 million expenditure by Nigerians travelling outside the country, providing a net deficit on the Travel Account. There are no estimates available for employment generated by tourism.

Conclusion

The tourism sector in Nigeria is a good example of being neglect. Although government has created a legislative structure for tourism, it is ineffective. There is a lack of specific policy and adequate funding, with little or no coordination between the federal and state levels. The tourism potential of the country has not been assessed since 1976 when the African Development Bank was commissioned to survey it. The Nigeria experience clearly demonstrates that political instability and tourism are not good bed-mates. A policy in itself would be little to overcome image problems associated with political upheaval. The future challenge for Nigeria is to take lessons from tourism developments elsewhere, perhaps India, and provide a framework for positive and sustained development in the future.

Non-government International Agencies. Non-government international agencies are numerous. Some are worldwide in scope-others regional. Two important regional bodies with government agency membership and industry links are the European Travel Commission (ETC) grouping 23 Western European Countries and Hungary, and the Pacific Area Travel Association (PATA) with government tourist office members as well as trade constituents. Most Pacific Coast countries including USA, Canada, Australia and Japan are members. These regional bodies are principally concerned with marketing and market research promoting their destination in other continents and regions of the world. They also offer a valuable forum for exchange of information, representation to government and other international

interests on matters of prime mutual concern, and encouraging public private sector partnership where this is necessary.

International associations principally concerned with tourism represent the following sectors:

Accommodation: International Hotel Association (IHA).

Transport: International Air Transport Association (IATA).

International Union of Railways (UK), International Road Transport Union (UK).

Travel trade: Universal Federation of Travel Agents (UFTA).

Commerce local government IULA, ICC.

Special interests ICOMOS, IFCO, IYHA.

There are regional associations in the same field such as HOTREC, ECTAA AEA, EFCT and Eurochamber. With the expansion of the EC tourism programmes there will certainly be a growth of Europe based sector organisations. The principal bodies support the ETAG (European Tourism Action Group) founded by the ETC to stimulate public private sector partnership. The group has been able to represent the collective tourism view, thus supplementing and supporting the individual sectors work in a valuable way. Identifying the common ground in government action, and setting the scene for growth, notably in regard to infrastructure.

Intergovernmental relations are an important part of the work of international trade associations. They can contribute substantially in information gathering, statistics, exchange of technical information through seminars, study groups and research reports. Standard setting and training are common areas of activity. Much of this work can be helpful to developers, especially when the organisations members are traders themselves rather than the national representative body for example IATA, IHA, AIT (World Touring Alliance),

and FIA (International Automobile Federation). Virtually all the trading services are relatively inactive.

In addition to worldwide international representation there are regional groups which play a useful role, for example, covering the Americas, Asia and the Pacific, the Middle East, Africa and Europe. In the latter case as already mentioned ETC and ETAG have been developed as useful organisations in an area where common action is becoming more important than separate national endeavour at least at the official level, both for Pan European cooperation and for the twelve EC countries. From the tourism point of view it is very desirable to plan collective work on a Pan European basis rather than for an isolated EC group. Similarly the regional groups need close collaboration, as world tourism grows, through worldwide international bodies in such matters as facilitation or removal of constraints to free travel, standard setting, information systems and statistics. Long distance travel worldwide is the fastest growing single market segment, and accordingly a worldwide overview in long term planning and strategies is necessary.

No-claims bonus. Reduction of premiums on an insurance policy because no claims have been made.

Non-stick. (pan) covered with a substance which prevents food from sticking when cooking.

Nordic. Referring to the people of Scandinavia; Nordic skiing = competitive cross-country skiing and ski-jumping.

Norm. Normal or standard pattern.

Nought. Zero, nothing; nought-per cent finance = interest-free credit.

Nursery. Room or building where babies or young children are looked after; there is a children's nursery on 'C' Deck.

O

Oatcake. Dry biscuit made of oatmeal (in England often served with cheese, in Scotland often eaten at breakfast).

Obligatory. Necessary according to the law or rules; is the medical examination obligatory?

Occupancy. The volume level of the lower occupied is a hotel.

Ocean liners. Ocean liners cannot replace airlines for travel on business or for holiday, but they are going to be more and more in vogue for leisure travel. Billions of dollars worth of travel is done on these ocean liners every year (US\$4 billion in 1991) mostly in the USA but this way of holidaying is catching up in Europe and now in East Asia too. Over three million people took cruise holidays world wide in 1991.

The Indian shipping Tycoon, Ravi Tikku, who lives in the UK is reported to be building a luxury liner to accommodate 3,000 passengers with a crew of 1,000.

Offal. Inside parts of an animal, such as liver, kidney or intestines, when used as food.

Off-piste. Skiing noun skiing away from the marked tracks.

Ogen. Melon noun type of melon which has yellowish skin striped with green, and pale yellow flesh.

Okra. Vegetable (*Hibiscus esculentus*) with a green pod used in soups.

Omelette. Dish made of beaten eggs, cooked in a frying pan and folded over before serving; various fillings may be added.

On-airport. *Car rental firm* with its base inside an airport complex, which is more convenient for travellers, although the rates may be higher.

Onshore. Towards the coast; *onshore wind* = wind which blows from the sea towards the coast.

On-site. On the premises; the on-site courier is completely reliable.

Opening of a Travel Agency. For opening a new travel agency, the first important step is to select a proper location. The selection of the location can make the difference between success and failure.

Careful attention must be given to the evaluation of different areas with high potential for growth and profits. While selecting the location, the agency owner must choose an area which is appealing and accessible to the types of clientele he wishes to attract. It must be an expanding area or a new suburb with possibilities of growth. It must be convenient to businessman en route to or returning from work.

The owner must also look at the competition - preferably there should be less competition in the type of business he wishes to attract.

As for the budget, the rule of thumb is that rent and utilities should not exceed 10 per cent of the projected budget.

A travel agency office must be well-designed, neat and attractive. Outdoor signs and window displays are essential features of a good travel agency. Telex, FAX and photocopying machines have become an essential part of office equipment. Computer terminals from airlines will have to be rented once business starts growing.

A new agency is not immediately recognised by IATA. It has to function successfully for one year, giving business to airlines. During the year, the agency does not get the commission, but as soon as it is approved, the commission earned in the past is paid.

Optional. In travel literature the word means that the traveller has a choice of taking or not taking the service mentioned. If he takes it, there is always an additional charge which is not included in the basic tour price.

Organisation Chart of a Hotel. The organisation of a large hotel can be complex. Larger hotels have separate departments (such as rooms, food and beverages), each run by a departmental head. In a way, each department is run within a large hotel like a small business. For efficient management, there must be good communication and interaction among various departments of a hotel. For instance, the use of the hotel dining room is dependent on the number of guests - guests booked by the room department. The dining room must be aware of the number of overnight guests and make arrangements accordingly.

Oregano. Common herb, used in Italian cooking, such as on pizzas.

Organic. (food) which has been cultivated naturally, without any chemical fertilizers or pesticides; organic farming = method of farming which does not involve using chemical fertilizers or pesticides.

Organization. noun (a) way of arranging something so that it works efficiently; *organization chart* = list of people working in various departments, showing how a company or an office is organized (b) group or institution which is arranged for efficient work; a *travel organization* = body representing companies in the travel business.

Outbound. Going away from the home base; the outbound flight departs at 09.15; the captain flew the outbound leg from

London to Durban.

Outbreak. Series of cases of a disease which start suddenly; tourists have been advised to drink only bottled water, as there is an outbreak in the town.

Ouzo. Greek alcoholic drink flavoured with aniseed.

Overfly. To fly over a country.

Own. To have or to possess; he owns 50% of the shares in the hotel chain; a *state-owned airline* = airline which belongs to the state.

Oxtail. Tail of a cow or bull, used to stew or to make oxtail soup.

Oyster. Shellfish, with two rough, roundish shells; oyster bar = bar serving oysters, white wine, and usually other types of shellfish.

P

Package. A travel plan which includes most elements of a vacation, such as transportation, accommodation and sightseeing.

Pacific Asia Travel Association. Pacific Asia Travel Association (PATA) is a unique marketing organisation which markets the Asia-Pacific region as a whole. Established in 1951 and based in San Francisco, it is a voluntary body with membership as diverse as governments, airlines, hotels and hotel chains, travel agencies and the media. PATA has done a lot in promoting this region from a touristic angle and several member Governments have benefitted from its expert advice. It is also an excellent source of information about the countries of Pacific Asia. Geographically, it stretches from the west coast of Canada and USA to India and Pakistan. India is a very active member of PATA.

Packet. Wrapping or container or box; a packet of cigarettes; empty cigarette packets littered the floor.

Paella. Spanish dish of cooked rice with fish, shellfish and vegetables in it.

Palm (tree). Large tropical plant with branching fern-like leaves, producing fruits which give oil and other foodstuffs; coconut palm or date palm = palm which produces coconuts or dates; palm oil = edible oil produced from the seed or fruit of an oil palm; with only 5-12% polyunsaturated fatty acids, it is widely

used in cooking fats and margarines.

Pancake. Thin soft flat cake made of flour, milk and eggs; Pancake Day = SHROVE TUESDAY.

Panel. Group of people who answer questions or who judge a competition.

Panoramic. Which looks out over a large area or which has a wonderful view of scenery; a *panoramic view* from the top of the tower; there is a panoramic restaurant on the top floor of the hotel.

Papaya. Or papaw noun tree (*Carica papaya*), native of tropical South America, but now found in all tropical regions. The greenish-yellow fruits have a soft pulp which is eaten raw, usually served with quarters of lime.

Parasol. Light umbrella to protect you from the rays of the sun.

Parboil. To half-cook (food) in boiling water.

Parsley. Green herb (*Petroselinum crispum*) with either curly or flat leaves, used in cooking as a flavouring or garnish; parsley sauce = white sauce, flavoured with parsley, served with fish.

Partie. French noun specialized section of a restaurant kitchen (making sauces, pastries, etc.); *chef de partie* = chef in charge of a particular section of a kitchen (such as vegetables or sauces).

Part-time. Not for a whole working day; she has a part-time job at the hotel reception desk; we employ several people part-time at weekends.

Passion. *Passiflora edulis*, a climbing plant with purple juicy fruit.

Pastis. French alcoholic drink, flavoured with aniseed.

Pasty. Small pie made with meat or vegetables wrapped in a pastry case and cooked; Cornish pasty = pie of meat and potatoes, wrapped in pastry (a common food in pubs).

Pate. noun paste of cooked meat or fish finely minced; *pate de foie gras* = fine pate made from goose or duck liver.

Package. Generally, a tour to certain destination with air and ground transportation, hotel accommodation, meals and sightseeing charges.

Paid Holiday. The element of limited means is most important. Social tourism as we have seen is concerned specifically with the participation in tourism of people with limited means and with the measures to encourage this participation and to make it possible. In fact it may be correct to state that the establishment of annual paid holidays in the west heralded the birth of social tourism. Social tourism as we understand today in fact owes its origin to annual paid holidays. The concept of annual paid holidays was established during the inter-war years as a reality for a considerable part of the working population. By the year 1939, in U.K. alone, some eleven million people were covered by the Holidays with Pay Act (1938). The paid holidays provided both the leisure time and the financial means to profit from it by travel and relaxation. Since paid holidays were introduced, thousands of millions have benefited from them. Paid holidays now have a universal recognition and are established all over the world, and in most countries a minimum duration (one, two or three weeks) is specified either by law or by collective agreements. Today it is recognised that in Western Europe the fifth week, even from the standpoint of output may also be regarded as a productive investment. Sweden recently enacted legislation introducing this additional week to paid holidays.

Palace of Wheels. The Indian Railways have introduced a new, exotic train to attract foreign tourists to India. It is called the Palace on Wheels. The train consists of State carriages of the former Maharajas and Viceroys and of other saloons which had been exclusively built for such dignitaries. The coaches have been lovingly renovated recreating their original splendour. Each saloon has its own lounge and

sleeping accommodation in separate cabins with a bathroom and kichenette attached. The catering is provided by the Rajasthan Tourism Development Corporation. It runs from New Delhi through Rajasthan, a 7-day return trip.

PAN AM. The world's oldest and most successful commercial carrier-PAN AM-died a quiet death in December, 1991 after 64 years of operations.

PAN AM became a victim of bad management decisions. We give below the story of ups and downs of PAN AM to show that the operation of an airline is no glamour business.

PAN AM was founded in 1927 by Juan Trippe. The carrier began flying mail routes. Its first scheduled international flight was between Key West, Florida and Havana, Cuba.

By 1930, it had grown to be the world's largest air transport company.

In the decade that followed, PAN AM was America's flagship carrier and the first with regular service across the Atlantic and the Pacific oceans. Trippe hired the legendary aviator Charles Lindbergh to scout many of PAN AM's early overseas routes.

The end came so suddenly that some passengers were seated on board planes waiting take-off. Instead, they were abruptly told to get off. Otherw were waiting in ticket lines only to learn that PAN AM had no more flights, anywhere, anytime.

PAN AM was a legend. The legand is no more - a major victim of deregulation in USA.

Paradors. Paradors are unique to Spain. They are generally old castles, convents or monasteries that have been converted into hotels by the Government and are also operated by the Government. In India, we have palaces converted into hotels. And, no some forts in Rajasthan are being developed as 'heritage' hotels.

Passenger, Transfer. A passenger arriving on one flight and continuing his journey on another.

Passenger, Transit. A passenger continuing his journey on the same through- flight.

Passport. A document issued by national governments to their own citizens as verification of their citizenship. It is also a permit to leave one's own country and return.

PAX. Persons approximately, usually in terms of number of people in a volume of space, e.g., this hall seats 50 PAX.

Pension. This type of accommodation is very popular in certain European countries. Particularly in Italy, Austria, Germany and Switzerland these establishments are used extensively by the tourists. Pension is also described as a private hotel, a guest house or a boarding house. Catering facilities are optional and are usually restricted to the residents. Many of them stay for a longer and such definite periods as a week or a fortnight. The reservation of accommodation is made in advance. Mostly managed by a family, pension accommodation is much cheaper than hotel accommodation.

Personal Selling. Direct person-to-person endeavours to sell service or merchandise are often described as Sales Calls.

Perch. Type of freshwater fish.

Perishable. (food) which can go bad quickly; perishables = perishable food.

Perry. Alcoholic drink made from pear juice.

Peso. Currency used in Mexico and many other countries.

Pet. Animal (such as a cat or dog) kept in the home to give pleasure; pets are not allowed into the restaurant; this little sign in the directory indicates hotels which welcome pets.

Petits Fours. very small cakes and biscuits, often containing marzipan, served with coffee after a meal.

Pilaff. or pilau Eastern dish of rice with vegetables, herbs and spices, and sometimes with meat; we had lamb pilaff.

Pilchard. Small fish similar to a herring, sold in tins.

Pillar box. (in GB) cylindrical red metal container into which mail is put to be collected and delivered.

Pimento. or US pimiento noun fruit of the Capsicum (it can be green, red or yellow), eaten cooked or raw in salads.

Pineapple. Fruit of a tropical plant *Ananas comosus*, native to South America and now grown in many tropical areas; the fruit are eaten both raw and canned, or in the form of juice extracted by crushing.

Pink gin. Drink made by putting a little Angostura bitters into a glass, swirling it round and pouring it out, then adding gin.

Pipe. To squeeze soft food mixture through a small tube, so as to make decorative shapes; duchesse potatoes are piped into spiral shapes and cooked.

Pistachio. Small green tropical nut, eaten salted as an appetizer or used as a flavouring in sweet dishes, especially ice cream.

Piste. Track for skiing; off-piste skiing = skiing away from the marked tracks.

Pitcher. Large jug, often used to serve beer or cocktails.

Pith. Large jug, often used to serve beer or cocktails.

Pitta (bread). Flat white unleavened bread, served with Greek and Turkish food.

Planetarium. Domed building in which you sit and watch as pictures of the stars are projected against the ceiling.

Plantain. Name given to various types of large banana, used for cooking; it has a lower sugar content than dessert bananas.

Plat. du jour French phrase (meaning 'dish of the day') a special dish prepared for the day and not listed in the printed menu.

Plongeur. French noun person who washes dishes in a restaurant.

Plonk. (informal) inferior wine.

Pluck. To take the feathers off (a bird), before it is cooked.

Planners Function in Tourism. The planning process is fundamental and must be co-ordinated by the public sector. It may be initiated by private developers, or even through Parliament or the local authority. This was certainly the case in the European Community where the interest the case in the Parliament stimulated an unwilling executive to action in producing a first EC policy for the trade.

Planning is concerned with the management of resources, many of which will be in public ownership or control. Management must have particular objectives for the town, or region or country. But in market economies the consumer and marketing criteria will be paramount and dictate options for action. The consumer in international and national tourism is king.

But the planners in turn must be clear about their own function. Who are they planning for? This will vary according to public and private sector interest. The local authority must have the local residents' interest in mind, but the financial disciplines of local traders and investors will influence options. so too will the intervention of national or in some cases supranational government, if there is discrimination in favour of certain kinds of investment, in areas needing economic regeneration for example, or in selection of key sites.

It is at the very early stages of establishing the plan, at whatever level of sophistication and growth, that consultation and partnership between the public and private sector is crucial. They each have their role to play but they must start by knowing where the goalposts are, and contributing to the structure of the grand design for the future. Furthermore the

private sector as much as the public sector will contribute the market knowledge and expertise which will identify options and cost benefits, and monitor progress as the design unfolds. This essential partnership is greatly assisted if there is some form of cooperative tourism organisation such as tourist board with trade links; *syndicate d'initiative*, or marketing agency, and within the public authority tourism decision-taking at a very senior level with professional advice and an effective management team to implement agreed programmes.

Policy Areas in Tourism. It is not possible or desirable to consider in great detail all those areas which impinge on tourism policy making. What is required is an acceptance of the notion that tourism policy must include considerations of economic and non-economic factors, international and domestic tourism, and that without agreed aims and objectives, formal development planning is likely to be unco-ordinated and unsatisfactory. Some of the more important areas involving policy decisions are discussed briefly below.

Public or private development of tourism?

In many developing countries the private sectors will not have the experience, resources, and possibly, inclination to invest in tourism (as noted above). In most South Asian countries, governments have taken an active role in the development of tourism. Given the conflicts which will arise from uncontrolled growth of tourism, it is essential that government becomes involved in the sector. There is a growing awareness that tourism is not simply an economic activity. More attention is being given to the impact of international tourism on the host community. The non-economic impacts of tourism, social, cultural and environmental are now being given a higher priority by policy makers and planners. Even in developed countries it is recognised that there are social and environmental limits to

growth and specifically to certain types of tourism development, in particular locations. In the United Kingdom, for example, the introduction of National Parks and areas designated as being of *scientific importance* reflect the need for balance in the approach to development.

International or domestic tourism?

Most developing countries have fostered the international tourism market for reasons noted above. However, the potential for domestic tourism should not be ignored, and to do so would be to ignore the Manil Declaration on World Tourism. Domestic tourism has an important role to play in strengthening national identities and values. In India the strengthening of national identity through domestic tourism has long been an important feature of policy. The Australian Bi-Centenary Year and European Tourism Year are further examples of tourism being used to intensify national identities.

It should also be noted that there is a considerable amount of intra regional tourism in the developing world, e.g. South Asian region. This type of tourism will also generate foreign exchange earnings, and is less likely to cause social and cultural conflict between hosts and guests. If this type of tourism is to be encouraged, it will have different needs and implications from simply concentrating on western tourist markets.

Scale of tourism development

Most countries have sought, as a policy objective, to maximise the numbers of tourists arriving in the country. This objective has often brought with it considerable problems of an economic, social, cultural and environmental nature. A more controlled and lower level of arrivals is aimed at in some countries, e.g. Bhutan, Pacific islands. It is now fashionable to describe small-scale tourism as *alternative*

tourism. Whether such an approach is desirable, feasible, and possible will again require detailed examination not only of governments' objectives but also of the many factors which constitute a tourist destination. The term alternative tourism is ambiguous, and therefore has many possible interpretations. It is now clearly related to the more recent concepts of *eco or green* tourism. What do the terms mean? What are the policy implications?

All these concepts have a basic similarity in that they are concerned with sustainable tourism development. This sustainable development puts emphasis on the careful use of current tourism assets to ensure future availability. One of the related issues is the concept of carrying capacity; to encourage a level of development which optimises economic, social and cultural benefits within an environmentally acceptable limit. It is not a difficult ideal to express, but is very difficult to achieve in relation to development planning. This holistic approach is likely to become more central in tourism planning, but particularly in the development countries, it has often to confront political realities.

In Indonesia, the main tourism destination is the island of Bali: 60 per cent of all visitors visit the island. Environmental and infrastructural limitations are becoming more apparent. Indonesia government policy is to use Bali as a distribution point to encourage visitors to travel to other islands the marketing slogan 'Bali and Beyond' encapsulates the policy. In practice, the Government cannot introduce artificial measures to prevent tourists from visiting Bali because of the economic losses which would result. Although the Government is sensitive to the overuse and overdevelopment in Bali, economic determinants suggest a gradualist rather than revolutionary change. The scale of tourism development is dictated by market demand, and needs for controls are usually seen as being reactive rather than pro-active.

Integrated or enclave tourism?

Enclave tourism implies a conscious decision to segregate tourists from the general population. This form of development aims to attain the benefits of foreign exchange without the overwhelming of indigenous cultures by foreign tourists. In the 1960s Tanzania favoured enclave tourism developments to *protect* African culture from overwhelming contact with foreign tourists. At the resort level, Butlins Holiday Camps in the UK, Club Mediterranean in many countries of the world, and the Costa Smeralda development created by the Agha Khan, are different types of enclaves. These types of developments might be encouraged for reasons of cultural protection, security, social exclusiveness or sometimes to contain environmental impacts. There are many questions to be asked about this type of development before initiating construction.

There are different types of enclave developments which tend to feature more in developing countries where the gaps in income between visitors and hosts is greatest, and where cultural and social distinctiveness is most threatened.

It is apparent that the notion of tourism policy must embrace the wide differences between developed and developing countries and the significant variations between countries within those categories. Where tourism is seen as having a contribution to make to economic developments there is an *a priori* assumption that resources should be used efficiently and effectively. In many countries there is a formal national planning process, with many governments having established ministries, agencies or planning departments. This national attention to planning focuses on the need to allocate scarce resources on a rational, prioritised basis. The allocation of resources needs to be seen against expected returns from investment in various sectors; the weighting of expected returns becomes an important point in the allocative process. For reasons suggested above, tourism is

seen by many governments as a means of making a positive economic contribution to development but the main question arising is how does a country optimise that contribution.

The optimisation of tourism's potential contribution is clearly linked to the need to

1. Develop objectives for the tourism sector, and
2. Formulate a policy to implement those objectives.

Both these stages of policy making involves government intervention. This does not mean that the private sector is not involved in policy discussions, but rather that national objectives should prevail over group, company or sector objectives. It is not unusual to see major differences in interest, approach and motivation for tourism investment between public and private sector agents. The need for tourism planning is to minimise these potential conflicts and to delineate a development framework within which the private sector might operate. It is suggested here that without governments' involvement in tourism planning, development of the industry will lack cohesion, direction, and short-term initiatives might well jeopardise longer-term potential.

Policy Formulation in Tourism. It must be a prime task of the destination public authority (National or local government) to initiate destination policy formulation in the following basic stages:

1. Review of present trade and its recent evolution, note stage in growth cycle and changing trends.
2. Strength and Weakness (SWOT) analysis.
3. Production-Market Match: identify broad market opportunities and compare with resource and product capacity, note constraints and ability to overcome.
4. Select priorities and examine cost benefit, including options, if any.

5. Promulate Policy options and communicate to:
 - (a) private and operating sector;
 - (b) other agencies of government, local or national, concerned;
 - (c) public (residents).
6. Review policy with input from 5 and set Objectives and Targets.
7. Prepare Marketing and Development Plan, and seek consultation on implementation as at 5.
8. Establish Monitoring process to measure performance against objectives.

The following summaries of public sector policies will give an indication of their character.

The Tourism Policy of the European Community and the related objectives were set out in 1986. They are:

1. to facilitate and promote tourism in the Community;
2. IC to improve its seasonal and geographic distribution;
3. to make better use of the Community financial instruments e.g. the European Regional Development Fund (ERDF).
4. to provide better information and protection for visitors;
5. to improve the working conditions of persons employed in the tourism industry;
6. to provide more complete information on the sector and set up consultation and co-ordination between the Commission and member states.

An Explicit Tourism Policy for Switzerland was not adopted officially until 1979. Government considered the Swiss Tourist Industry as largely a matter for the private sector. Government intervention was limited to help for seasonal

hotels, some infrastructure financing and funding for promotion by the Swiss National Tourist Office.

The *Conception Suisse du Tourisme* set objectives for society, the economy and the environment. The aim was to encourage a competitive and efficient tourism sector with the intention of both improving the position; of the tourist in terms of choice and of the country and regions as a whole. The objectives can be summarised in the following chart.

A full list of the objectives of *La Conception Suisse du Tourisme* appears as an integral part of the report itself. Space does not permit the inclusion of all of these here and they are summarised.

List of objectives of La Conception Suisse du Tourisme

LA CONCEPTION SUISSE DU TOURISME

GLOBAL OBJECTIVE

To guarantee optimal satisfaction of the needs of tourists and individuals from all walks of life in effectively grouped facilities and through conservation of the environment.

SECONDARY OBJECTIVES

SOCIAL

Create the best possible social conditions for locals and tourist

ECONOMIC

Encourage a tourist industry that is both competitive and efficient

ENVIRONMENTAL

Ensure the relaxing quality of both the countryside and man made attractions

INTERMEDIATE AND PARTIAL OBJECTIVES

10 more objectives
E.G. more Participation from locals

11 more objectives
E.G. optimise the operation and struc

8 more objectives
E.G. develop facilities in harmony with the

-ture of the industry environment

Source : Horwath Consultants.

1. In Britain the government has been reluctant to publish an overall Tourism policy issuing *guidelines* to the statutory agencies (the British Tourist Authority and the Tourist Boards). However in 1985 a senior cabinet Minister, Lord Young, took an active interest in tourism and instituted an annual report on tourism. The following extract from the 1985 report illustrates the attitude to policy and is a clear statement of the Government role at that time:
2. It may be asked why the government should involve itself directly in this topic, which is primarily a matter for private enterprise. Indeed, the Government believes the best way it can help any sector of business flourish is not by intervening, but by providing a general economic framework which encourages growth and at the same time removing unnecessary restrictions or burdens.
3. Yet Government has many interests in tourism and leisure. It is itself in the business, through ownership of national museums and galleries, the preservation of ancient buildings and monuments, support for the arts. Sport and recreation, and the conservation of the countryside. It is involved in the way people get to and around this country airports, seaports, railways, roads, Waterways. Government Departments set many of the rules which regulate the industry, such as liquor licensing, shop hours, advertising restrictions, and employment legislation. Government gives grant aid to the statutory Tourist Boards, which provide marketing and advisory services to the industry and through the Boards to a range of tourism development projects.
4. Finally, the government has a direct concern with the

industry's great potential for growth, job creation and enterprise. As patterns in society and industry change, we need to encourage the new strong points of our economy, many of them in service sectors. Across the UK few industries offer as great a scope for new employment as tourism and leisure, much of it in self-employment or small firms, involving a far wider range of skills than most other growth sectors and a broad geographical spread.

5. That is above all why the government has taken a fresh look at whether there are obstacles it can remove in order to enable this important sector of industry to develop further and faster. Two main areas of improvement have been studied: ways in which business can be made easier for the industry itself; and ways in which people can get more out of their time off, which in turn must benefit business too.

In turn the British Tourist Authority publishes from time to time a Strategy Document which concentrated more specifically as an operating agency of Government on implementing policy particularly through its international marketing operations. The latest report *Strategy for Growth* (BTA 1989) sets out the following objectives for the British Tourist Authority (BTA) which is the British Tourism Agency for Government.

Statutory Responsibilities and objectives of BTA

Statutory Responsibilities

The British Tourist Authority was, in common with the English, Scottish and Wales Tourist Boards, established under the Development of Tourism Act 1969. The Authority assumed the principal responsibilities of the British Travel Association which until then had been Britain's national tourist organization.

The BTA's responsibilities are to:

- (a) promote tourism to Britain from overseas;
- (b) advise Government on tourism matters affecting Britain as a whole;
- (c) encourage the provision and improvement of tourist amenities and facilities in Britain.

The National Tourist Boards' responsibilities are to:

- (a) promote their own country as a tourist destination
- (b) encourage the provision and improvement of tourist facilities and amenities within their own country.

BTA Objectives

1. To maximise the benefit to the economy of tourism to Britain from abroad, while working worldwide in partnership with the private and public sector organisations involved in the industry and the English (ETB), Scottish and Wales Tourist Boards.
2. To identify the requirements of visitors to Britain, whatever their origin, and to stimulate the improvement of the quality of product and the use of technology to meet them.
3. To spread the economic benefits of tourism to Britain more widely and particularly to areas with tourism potential and higher than average levels of unemployment.
4. To encourage tourism to Britain in off-peak periods.
5. To advise Government on tourism matters affecting Britain as a whole.
6. To ensure that the Authority makes the most cost-effective use of resources in pursuing its objectives.

The Department of Employment for the UK published an

Annual Report on its Tourism Activities Action for Jobs in Tourism in 1986 and described Government's role in Tourism as follows:

The Government's role

While the development of the UK tourism and leisure industries must be mainly the responsibility of the private sector working as appropriate with local authorities, central government's involvement, as indicated in *Pleasure, Leisure and jobs*, is significant. The Government will continue.

- to deal with administrative or other obstacles which stand in the way of the industry's development;
- to identify ways in which Government programmes can give greater support to tourism's contribution towards employment generation.

The Government will also continue to give full weight to the growing economic importance of this industrial sector in their own spending plans. Expenditure on support for tourism and tourism projects, on conserving the countryside and the natural environment, maintaining the heritage and encouraging sport was Sterling 320 million in 1985/86.

Spreading the benefit

New focus

The Government's key objectives are to spread the economic and employment benefits of tourism more widely around the country and to encourage tourism activity outside the main holiday season. This is why new guidance, and additional resources, have been provided to the BTA and the ETB in the current year.

They have been asked to give particular attention in both marketing and development programmes to encouraging tourism in areas of the country with untapped tourism potential and higher than average levels of unemployment,

and to extending the tourism season.

To this end the provision for their grants-in-aid and for Section 4 support has been increased by 20 per cent to Sterling 6 million for 1986/87, giving a combined total of Sterling 40 million. Much of this expenditure is being directed at new initiatives. For example:

- the BTA is marketing the year-round attractions of Britain to young people in Japan and Hong Kong and designing new campaigns in Europe to feature the northern and western parts, of Britain.
- the ETB is mounting a major campaign with the four northern regional tourist boards to promote England's North Country in London and the South East; a new cities campaign highlighting the tourism potential of inner city areas; and a new off-season promotion featuring the West Country and the Heart of England.

A recent official examination of tourism in Spain is instructive in reporting on the respective public and private sector roles. The overriding final cause of the tourism recession was summed up as the loss of value for many in the product offered. The main reasons behind this loss of value for money were divided into those which were due to deficiencies in both the public and private sectors, and those which could be attributed solely to the private sector, as follows:

Public sector

Spanish roads and traffic conditions (inferior)

Railway transport (not suited to mass transport)

Air transport (air traffic control delays etc.)

Sea transport

Post and telecommunications (described as chaotic)

Hygiene, environment, noise, ecology, and beach cleanliness

Other factors criticised as :

Urban security

Taxes

Lack of co-ordination, central and regional government

Lack of clear legal framework for certain activities (e.g. time share)

Public and private sectors

Exchange rate

Service and training

Complementary facilities (activities in addition to accommodation and climate)

Private sector responsibility

Quality of product

Marketing

Traditional standards for hospitality for foreign visitors diminishing.

Poor Tourism in India. Why is it that India does not get a larger share of its international traffic ? There are several economic, political and geographical reasons. Important among these are :

1. International tourism traffic often flows from developed to developed countries. Therefore, we see that most of the international tourism (three- fourths) is between North America and Europe, Australia, Japan and other developed countries. The developing countries' Share is not more than 10 per cent of the world tourism and the percentage is not changing for the better.
2. Since there is a very large volume of traffic between

North America and Europe, airfares on these routes are relatively low. Airlines make money on the volume of traffic. As the traffic to distant countries like India is not large, the airfares too are relatively high due to lesser volume discouraging traffic and resulting in increased cost.

3. If a country has rich neighbours as in Europe, regional traffic is very high. In the ASEAN regional traffic is over 50 per cent of overall total arrivals. India does not have any rich neighbours. The majority of the citizens of our neighbouring countries do not have sufficient disposable income to travel to India we also have political and economic problems with each other.
4. Geographically, India is located far away from the richer countries. The cost of travel to India is, therefore, high. However, these are not excuses enough to justify the low level of a international traffic is India. India should have larger numbers of tourists and the Government of India is making efforts to improve the situation. The promotion of 1991 as a *Visit India Year* was one example.

Poster. A pictorial representation of an idea. It is intended to attract attention rapidly to a single word or idea.

Potential Benefits of Developing Tourism for a Destination.

The critics of tourism argue that third world countries especially do not benefit from international travel, which encourages prostitution, drug trafficking, and causes damage to the environment and inflation. Furthermore, the tourism *earnings* flow out of the destination to shareholders elsewhere.

This charge, that tourism corrupts, and destroys environments and cultures, may indeed be levelled at some developments. Undeniably the Spanish built too many hotels in Benidorm and on the Costa Brava and destroyed the

beautiful beaches which had drawn the visitors in the first place. Turkey more recently has been in danger of repeating the mistake. There are cases too of cultures being overwhelmed by tourism. Certainly there is a price to pay. It may be environmental or cultural, social or economic. Yet it does not have to occur. Tourism can raise educational standards; bring renewed pride in cultures and crafts; conserve the heritage and historic building. Tourism's economic benefits can conserve the wildlife of a region. The arts and crafts of the Eskimo and the American Indian, the Mexican Indians and the Balinese have been reinvigorated by tourism. The Singaporean government is encouraging artists and craftsmen to form *living heritage* groups to sustain skills which would otherwise be in danger of dying out.

The facilities and attractions aimed to tourists are also available to local people. Many shops, pubs and restaurants could not survive without tourists, many historic houses and castles are sustained by tourism. On the other hand, some world famous buildings in cities such as Athens and Venice are endangered by tourism. Towns and cities have been built to take the pressure of people but intensive pressure can bring severe wear and tear on the infrastructure. It is even more true of the countryside and the coastline, where paths designed for intermittent use can be eroded and littered. Tourism threaten the ecology of the area. Yet it can involve local communities and bring benefits to the countryside. Local community involvement is typified in mid Wales Festival of the Countryside which aims to maintain their unique heritage of countryside and oped from redundant farm buildings. For example, a traditional coasthouse near Ashford, Kent has been converted into a self-catering property which would otherwise have become derelict and demolished. The country house hotel is an uniquely British product and development of this product has saved a great number of houses which might otherwise have disappeared. Many barns, have fallen into disuse and have emerged as

budget accommodation for walkers and cyclists, providing simple bunkhouse self-catering facilities. The Federation National de Gites Ruraux de France, established in 1965 under the joint patronage of the Secretary of State for Tourism and the Minister of Agriculture, is perhaps the best known example of a marketing cooperative which has very successfully revitalised country cottages and other buildings which might otherwise have fallen into disrepair or even disappeared. Rural revitalisation can, properly managed. Stem from tourism.

Views on tourism tend to be polarised. Is it an economic force for good: a sustainer of cultures and heritage; or is it a destroyer and a pollutant: It behoves us to examine the downside of tourism in order that evasive action can be taken and ideally built into the development at the planning stage. The benefits of tourism will only accrue to a destination if the right sort of development is planned for it. The industry is very fragmented and consists of many small operators who are individually concerned to develop a profitable enterprise.

Poach. To cook (eggs without their shells, fish, etc.) in gently boiling water; sole poached in white wine; poached egg = egg which is taken out of its shell and cooked whole in hot water (usually eaten on toast, at breakfast).

Polyunsaturated. Fat noun fatty acid capable of absorbing more hydrogen (typical of vegetable and fish oils).

Pomegranate. A semi-tropical tree (*Punica granatum*); the fruit have yellowish pink or red skin, with masses of seeds surrounded by sweet red flesh.

Popcorn. Corn seed which is heated (sometimes with sugar) until it bursts; eaten as a snack and often served in large cardboard containers at cinemas and fairgrounds.

Poppadom. Thin round crisp Indian pancake, fried or grilled.

Popsicle. US trade name for a mixture of water and flavouring,

frozen till solid with a stick in it.

Popular. Liked by many people; this is our most popular resort; the South Coast is the most popular area for holidays; popular prices = prices which are low and therefore liked.

Posh. (informal) smart, fashionable; he took us for lunch to one of the poshest restaurants in town.

Postbox. Public box into which mail is put to be collected and delivered.

Potable. (water) which can be drunk safely.

Potage. Thick soup, especially one made from vegetables.

Poultry. General term for domestic birds kept for meat and egg production; chickens are the most common; turkeys, ducks, guinea fowl, quails and geese are also widely used

Powder. Room noun women's toilet in a public place, such as a restaurant or shop.

Power. Electrical driving force; power pack = portable source of electricity; power point = wall plug which supplies electricity; there is a power point for shavers in the bathroom.

Potential Benefits of Tourism. Tourism is arguably even now the world's largest industry. As a consequence the practise of tourism is becoming increasingly sophisticated: marketers today must concern themselves with a skilful balance between quantity and quality while developers and providers of tourist products must concern themselves with conservation as well as the quality of the experience. The environment is a delicate resource which must be natured. Markets are dynamic, becoming more specialised and more competitive.

Tourism development is concerned with a wide range of services transport, accommodation, attractions, the infrastructure. Products can be developed for tourists and used by local people and the converse is also true. The

private sector is concerned with profit while the public sector is concerned with national benefits presented through politics which can embrace economic factors (balance of payments, employment), social issues, environmental factors, political-economic (Japanese exports of international travellers) or national pride (the recent Australian and French bi-centennial, Expos, Olympic Games).

Tourism is a complex trade covering all movements of people outside their own community for all purposes except migration or regular daily work. It is not a single industry but a movement of people, a demand force. It is a major economic activity which is highly competitive: a major employer, and a global phenomenon. It has its up side of tangible benefits: economic-wealth creation, foreign exchange earner; creator of employment; conserver of traditions, crafts and the heritage. It also has its downside in as much as it can bring with it erosion and sometimes even destruction of the environment; local people can be exploited: cultures sacrificed. Unbridled development can however be avoided with good and careful management of the resource. The long term view can prevail over the quick return. Government either directly or through its agencies may intervene to manage the tourism resource. This can take the form of incentives or controls.

Pre-booked. (table, seat, etc.) which has been booked in advance.

Precipitation. Water which falls from clouds as rain, snow, hail, etc.; precipitation in the mountain areas is higher than in the plains.

Predict. To foretell, to tell in advance what will happen.

Prepaid. Paid in advance; *prepaid reply card* = stamped addressed card which is sent to someone so that he can reply without paying the postage.

Preserve. 1 fruit or vegetables, cooked and kept in jars or cans

for future use (jams, pickles, marmalades, etc.); small pots of grapefruit preserve were on the breakfast table 2 verb to treat (food) so that it keeps for a long time.

Product. Thing or service which is offered.

Proprietor. Owner; the proprietor of a hotel or a hotel proprietor of a hotel or a hotel proprietor.

Private Airlines. In recent years the Government of India has allowed the operation of private airlines. Entrepreneurs are allowed to import planes, provided the foreign exchange cost is paid by foreign parties. The new airlines are allowed to operate to any airport in India and charge any price. A few private companies have started operation of small airlines. Among these are Continental, East, West and Jugson Airlines, etc.

Product. The operation, services, facility or merchandise which is for sale.

Project appraisal and financing in Tourism. This entry is concerned with the relationship between project appraisal and financing. The objectives of which are to examine the role of consultants and professional advisors and highlight the criteria used by commercial financing institutions in assessing the viability of projects for funding.

Within the context above, we discuss the effects of government tourism investment incentives and grant aid, matters which are of special relevance to developing countries, whilst examining the principal methods by which governments can produce financial aid for tourism projects. This, essentially is concerned with the relationship between governments and private sector investment. The entry concentration on new project financing generally, and on hotel project presentation and assessment. It draws widely on *An Examination of Tourism Investment Incentives* by Jonathan Bodlender and Trevor Ward, published in February 1987 by World Tourism Organisation and Horwath &

Horwath International.

Why commission a feasibility study?

As the number of hotel projects submitted for consideration to financing institutions increases each year, so does the need to present projects with the relevant and necessary information for these institutions to make their decisions.

Most financing institutions require an independent market and financial feasibility study for a proposed development. Although they will usually conduct some research on their own, and indeed are quite capable of preparing a feasibility study for themselves, using internal resources, it is unusual for them to carry out the depth of research required for a full market and financial feasibility study. Aside from the fact, that to do this is not an effective use of their time and skills, it is difficult for them to be independent of a project when they stand to gain by a project going ahead, for example, a successful deal may help to meet or exceed budget and thereby possibly act as an incentive to increase individual bonuses.

It is under these circumstances that professional advisors, on in the context of hotels, experienced hotel consultants are called upon to prepare a feasibility study for a proposed new development. A professional consultant can offer, to the process of preparing a feasibility study three qualities, one or more of which is missing from all other parties to the development. These are independence, objectivity, and experience measured in terms of personal experience as well as support service such as comprehensive data bank.

Let us go back now and look at what exactly is a feasibility study?

What is a feasibility study?

The purpose of a feasibility study is to provide:

1. an objective analysis of the project under consideration,

- including the environment for the project;
2. a document prepared to examine the market conditions in which the project will operate;
 3. an appraisal of the investment opportunity.

The need for an independent feasibility study will depend on whether the study is:

Mechanical

These are studies which a client commissions because third parties require it of him. The client would not otherwise have commissioned a study, and therefore has no personal use *per se* for the information or recommendations therein. The source of finance may require a prospective borrower to provide an independent feasibility study in support of the application for funds, and this is the most common circumstance in which a *mechanical* study is prepared. Bankers, certainly are reluctant to accept project appraisals prepared by advisors such as architects or quantity surveyors and are less willing to lend on projects unless they have been well-researched and have been carried out by independent professional organisations.

Pro-active

Where the client who commissions the study requires information to be provided in addition to projections of the return on investment. For example, the study may be required to define the concept of the hotel, or to provide marketing and operational information.

In general, however, it is possible to categorise the reasons that feasibility studies are commissioned into seven groups. Few hotel feasibility studies fall into one group only. Some cover the entire range.

1. To determine that a project is viable.
2. To support an application for finance.

3. To support an application for planning permission
4. To attract potential operators.
5. To define optimum land use.
6. To define a concept.
7. To present to other parties (e.g. a board of directors or as the basis of a circular of prospectus.)

Key elements of feasibility study

A feasibility study will usually consist of the following key elements:

1. *General background information.* This covers key data including background to the country, region and location for the proposed hotel, together with economic and demographic information. It will also include an examination of existing, and likely future tourism trends to the area. This information comes from research and published data. Sources include government departments, municipalities, chambers of commerce, airport authorities and other similar organisations.
2. *Site evaluation.* This is based on a physical inspection of the site and its surroundings, taking into consideration its location, accessibility to utilities and infrastructure such as transportation. The physical characteristics of the site including its topology and topography are also considered.

In certain circumstances, input from other professionals such as civil engineers might be required. Environmental factors including the site's general suitability in terms of its size, land shape and configuration are studied. Consideration has also to be given to the type of site: green field, built-up area, town centre, motorway junction, beach, resort, mountain, airport and sports facilities e.g. golf.

3. *Market assessment - accommodation.* Look at current and historic market demand, and its major characteristics which can be analysed in market segments: business, conference, holidays, sports, air crews, etc. Within each segment, the guest profile, nationality, seasonality, length stay and double occupancy factors are surveyed.

In looking at market demand a differentiation is made between demand which occurs in that location, such as businessmen visiting local companies, people attending a particular sporting event or air crew demand generated by the local airport or, demand which is created or attracted into the area, such as conferences and holidaymakers who may have a choice of venues or destinations.

Market evaluation determines the existing supply and assess the relevant competitive supply based on the product, reputation, appraisal, positioning and the markets they attract. The analysis of the trading performance of competitive hotels look closely at the pricing structure which includes published tariffs, annual increases, discounting policies and price sensitivity, both during weekend and midweek, which effect the achieved average room rate.

The quantification of existing demand, looks at the current market situation and whether demand is satisfied or displaced and hence dissatisfied.

The assessment of quantification and profile of demand is based on interviews with hoteliers in the relevant market areas, from research with demand generators such as local companies, tour operators, representatives of transport companies, conference organisers, and also from other parties including tourist boards or the tourism ministry.

The assessment of future supply or planned additions is based on interviews with tourist officials, hoteliers, hotel companies, planning officials and others. It looks at those relevant projects and their proposed facilities in relationship to the existing market and whether there is a threat to the proposed project under construction.

Included in the market evaluation is an assessment of future demand which looks at the likely market share and demand potential taking account of potential new markets e.g. conferences, and new trends e.g. weekend breaks. Future demand evaluation will also draw on the assessment of the local national economy, the climate for tourism development, transportation and traffic, and other factors.

Finally, within the market assessment will be a survey of all other facilities including food and beverage, banqueting, functions, special events, the provision of sports facilities and their utilisation and types of memberships; entertainment facilities and rentals; and other income including shops, offices and commission.

4. *Project information.* It this may be based on a scheme put forward by the promoter, with comments and recommendations from the consultants on it may be recommendations starting afresh. The information will cover the design concept and recommended facilities, e.g. rooms, restaurants, bars, conference/function rooms, business centre etc. and comment on the proposed hotel's position in the market. This section may also make recommendations as to the type of management and marketing that is most appropriate to the hotel.
5. Projected profit and loss statement. Which includes all other revenues and expenses to gross operating profit.

The operating statistics for the proposed development

come from specific research in the market area, other relevant data and experiences and in some cases, input from the proposed operator. It covers:

Cost of sales

- Food;
- Beverage;
- Telephone and telex;
- Other facilities

Expenses by department

- Staffing and payroll costs;
- Management fee.

Market penetration assessment

The assessment of market penetration, covering both specific local markets and demand attracted into the area, come from the market research and product recommendations, and relies on the judgement of the team preparing the study.

In some cases, this would involve marketing input from the operator of the hotel.

- Fair share analysis;
- Occupancy/market build-up;
- Created demand;
- Pricing;
- Facilities;
- Management and marketing;
- Calculation of room nights sold and average room occupancy;
- Calculation of average room rate;

- Cost of sales;
 - Distributed expenses;
 - Undistributed expenses;
 - Payroll or related expenses;
6. *Financial viability assessment.* Cash flow projections for the project are based on preliminary estimates of capital costs and an assumed method of financing.

Capital cost information would be provided by a Quantity Surveyor if the scheme is well-advanced, or could, for an initial cash flow projection, be based on rule of thumb estimates for the type of hotel and location.

Likewise the finance plan can be based on a financing proposal or alternatively a reasonable, albeit hypothetical finance plan. The investment/finance criteria is discussed in more detail later in this chapter.

Major factors affecting viability

Clearly all steps in the preparation of a feasibility are important. However, major factors affecting the viability of a project include.

1. The appropriateness of the site;
2. Optimising the average annual room occupancy and achieved average room rate;
3. Operational efficiency particularly staffing and payroll;
4. Gearing the finance plan to the projected income stream.

Timing of the hotel feasibility study

Often the preparation of a hotel feasibility study is viewed as a defined step on the development ladder which, once used, is no longer required. This may be because the client already

has the resources to attract an operator, to define the concept and identify market opportunities, but needs a feasibility study to support and application for finance. In this case, the developer may well not derive maximum benefit from the study. To be of greatest value, a hotel feasibility study should be a continuing tool in the development process. The exact sequence of events will vary with circumstances, but the following phases project development process is an indication of the way events could run.

1. Preliminary concept (including an idea of capital costs):
2. Assemble Players including:
 - operator
 - finance
 - construction
3. Market study;
4. Revised concept;
5. Revised costings;
6. Financial Evaluation of Project;
7. Sensitivity analysis;
8. Financing arrangements;
9. Detailed design and planning;
10. Project Implementation.

In this models. 3, 4 and 6 are consecutive phases of the feasibility study. There would be a loop to the model, allowing for a revision of the concept if the financial evaluation produced unacceptable results.

Conclusion of a feasibility study

A feasibility study may well be presented to more than one source, the measure of feasibility used could therefore differ

which makes it difficult for a consultant to reach any conclusion.

The most common reason for commissioning a study is to support an application for finance, indeed, nearly all studies are used for this purpose. In this context, a feasibility study evaluates a project on the basis of income and shows the capability of the project to meet debt service and equity requirements. However

The financial projections, based upon the development proposal (which must be closely defined by the report), will represent the view of the author of that study as to what can reasonably be expected, and the methods used to calculate those projections, and the conditions upon which they depend, must also be carefully detailed. These financial projections do not represent forecasts, in that they will not have the degree of certainty required by forecasts (they are also generally too far in the future to be accurate in that respect); nor do the financial hotel is open, for the same reason. They do represent, an evaluation, under present and projected future conditions as defined by the report, of how the consultant, who should have depth and breadth of knowledge of the subject, views the development in financial terms.

However, the future can never be predicted with guaranteed accuracy and although the consultant will bring his experience into the equation when doing so, and will conscientiously research all the factors which might impact on future projections, unforeseen events can and will happen. Such things might be the unexpected closure of a major employer and generator of rooms demand, perhaps because the firm has been taken over and operations moved elsewhere; or a natural disaster, such as an earthquake, which destroys half the existing hotel stock in a moment.

The findings of a hotel feasibility study should therefore be subject to examination at regular intervals to assess the

impact of any changes in the bases and conditions of the recommendations and projections which have been built up on those factors.

Investment criteria for a specific project

The main investment criteria for a specific project is the ability of that project to generate sufficient profit, financial returns and cash flow to service the investment, both in terms of return on equity and loan interest and repayment.

Financing structure

In general, the means of financing hotel projects on a commercial basis is through a mixture of loan finance and equity finance.

Loan Finance. It is finance, bearing interest which may be either fixed at the commencement of the loan or which varies according to the market rate of interest) and requiring predetermined repayment and security. It is increasingly common for the completed hotel to become the security for the loan. This is known as non-recourse borrowing since the lender has no recourse to any other assets of the borrower in the event of the project's failure.

Equity Finance. The risk sharing part of the company's capital. The level of equity involvement by a particular investor determines their share of the ownership of the company. Equity investors receive a part of the reserved profits in proportion to their share in the equity of the company. Unlike a loan, there is no guaranteed repayment and the equity investor is speculating on the success of the company. Equity investment is also known as risk capital.

Most loan finance is raised through banks, either Clearing Banks or Merchant Banks specialising in leading money for new projects. Many of these Merchant Banks have divisions which specialise in assessing hotel and leisure projects. A commercial lending institution's prime interest will be the

project's ability to service its (and other) loans throughout the terms of these loans.

Equity Finance for a new project can either come from existing cash flow (if is a company wishing to expand), or it can be raised through equity brokers. In a number of countries fiscal incentives exist to encourage equity participation in hotel and tourism projects. Equity investors will mainly be interested in the level of the return they will revive on their capital, and will probably expect an element of *risk return*.

Cash flow

The statement of estimated cash flow for a project records the deductions from gross operating profit prior to taxation and return on equity investments. They are usually inflated to give actual year values.

A typical cash flow statement would include the following deductions from Gross Operating Profit:

Ground rent	The rent payable on the site of the hotel.
Building insurance	Usually assumed as a percentage of the construction cost of the hotel.
Replacement of furniture fittings and cost equipment (FF&E)	Calculated as a percentage of the initial of the FF&E.
Management incentive fee	If the hotel is operated by a management company it is usual for a fee related to gross operating profit to be paid to the management company.
Repayments	Loan repayments can either be in equal instalments over the term of the loan or involve more or less of the loan repaid at the either or later stages of its life.
Interest	It is usual to assume a fixed rate of interest

the level of interest to be paid each year.

These deductions from Gross operating Profit give the annual surplus (before taxation). It is usual also to show the cumulative surplus (before taxation). This shows the length of time needed to recoup the equity investment in the project.

It should be noted that if the financing for the project is in a *Hard currency* the cash flow should show the levels of Hard Currency which the project will produce to service the debt and return on equity required by foreign investors.

Appraising the cash flow

To secure the loan finance it is essential to demonstrate that the cash flow will be sufficient to comply with the terms of the loan. For any equity investment in a hotel their main means of measuring its attractiveness as follows:

1. *Return on capital employed.* Also known as the Accounting Rate of Return. It is calculated as the ratio of the average annual profit from an investment project expressed as a percentage of the original capital invested. This investment appraisal technique is widely used in practice. It has three main advantages:
 - (a) Management are familiar with evaluating a project on the basis of a percentage rate of return.
 - (b) It evaluates the project on its profitability which management often believe should be the focus of the appraisal.
 - (c) Shareholders often evaluate managements performance on the company's overall return on capital. Therefore, it is fairly logical to evaluate Individual capital investment opportunities on a similar basis.
2. *Payback period.* This is one of the most well used and trusted methods of investment appraisal. It refers to the number of years to recoup the initial capital invested.

This method does not take account of an effective devaluation of the original capital due to inflation. The higher the risk of the project, the shorter the payback period required. Main advantages of the payback method are:

- (a) Quick and simple to calculate (once the project's cash flow forecasts have been made) and is easily understood by management.
 - (b) Projects can be ranked in terms of speed of payback the more quickly a project achieves payback, the less risky the project. Management can therefore quickly select the less risky project.
 - (c) Payback avoids having to forecast cash flows over the whole of the projects's life which is difficult and is more so the further ahead in time the forecast has to be made.
 - (d) It is convenient method to use in 'capital rationing' situations when company does not have unlimited capital expenditure funds. If capital is short, then arguably the most sensible projects to accept are those which return the expenditure rapidly.
3. *Discounted Cash Flow.* Discounting the cash flow places greater relative value on surpluses earned in earlier years.

Present Values. The present value of money earned in the future takes account of the fact that money earned in the future has a cost attached to it in the form of interest. Calculating the present value of future income involves removing the interest component from a future income stream. By adding the present value of each year's surplus (inflows) to the capital expenditure (outflow) the net present value (NPV) may be calculated. If the NPV is greater than zero this indicates a cash surplus after interest and an acceptable project.

Different projects may be assessed by examining their Net Present Values: the higher the NPV the more attractive the project.

Internal Rate of Return. The internal rate of return is the rate of return which gives a net present value of zero. It is the return on investment which makes the total inflows and the residual value equal to the initial capital outflow. The value of this is that it gives the true rate of return on a project. If this rate is less than the rate of interest available then the project would not be viable.

It should be noted that a change in the proportion of equity and loan finance for a project (the gearing) can significantly alter the results of the above analyses.

In addition, lengthening of the term of the loan so reducing the annual repayments can have the same, or an improved effect on the viability of a project than an equivalent reduction in interest rate.

Generally, cash flow surpluses are small during the initial operating periods when debt service tends to be greatest. It is often necessary to arrange the terms of repayment to allow a moratorium during initial operating periods.

What commercial financial institutions require from hotel projects

Since banks which lend money and other financial institutions which invest money are both concerned with the possibilities for the success of a project both have similar prerequisites before deciding to invest. In addition to a feasibility study and projected cash flow the following elements of a project are also considered in appraising projects:

1. *The 'Track record' of the developer.* Institutions are reluctant to loan or invest in projects where they feel

the developer does not have the substance to co-ordinate a particular project. Generally the higher the risk of the project the more necessary it will be to show a history of having developed projects of similar size and scale.

2. *Appropriate management.* Prior to funding a project, a bank or other institution will need to be satisfied that there is sufficient competent management in place to co-ordinate the development and progress of the project to opening and appropriate management thereafter to manage the hotel. In many cases they may require a named management company before agreeing to finance the project.
3. *Fixed price contracts.* Because they involve less risk to the lender for investor, a fixed price contract is preferable to one where only estimates of cost are provided.
4. *Financial Strength.* Banks are primarily concerned with the ability of a particular project to service debt. However, banks are particularly concerned with overgearing, too high a proportion of debt to equity. They also tend to view hotels as higher risk projects than others. Because they see no alternative use for a hotel in the event of failure, it is usual to insist upon higher yields than for other industries.
5. *Security and Collateral.* In many cases the only security which the bank will have on a project is the completed building itself. For this reason banks will obtain an independent valuation of the hotel prior to financing the project. The valuation is usually prepared on an income basis.

Financial and sensitivity Analysis

Financial institutions when presented with a project will conduct their own analysis, particularly of the financial

aspects of the project as discussed earlier in this chapter and of the assumptions underlying the feasibility study. Projections are usually examined under three scenarios.

1. The feasibility study projections.
2. The bank's own projections these tend to be scaled down and less optimistic.
3. A sensitivity analysis on the various projections. It involves changing one variable and examining the impact on other variables such as Gross Operating Profit and Cash Flow.

Examples

The examples which follow indicate the results of sensitivity analysis on the cash flow for a particular project. The following assumptions have been made:

Number of rooms	150
Capital cost	\$10 million
Gearing	60 per cent loan 40 per cent equity
Interest	10 per cent
Term	10 years (equal annual installments)
Inflation	6 per cent

Rooms Revenue has been assumed as representing 45 per cent of Total Revenue. Deductions from Gross Operating Profit Prior to debt service are assumed at 20 per cent of Gross Operating Profit.

Values shown have been inflated to actual year values.

The summary statement of profit and loss on which the sensitivity analysis is based is as follows:

<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
---------------	---------------	---------------

Average room occupancy (%)	55	65	70
Average rate (\$)	90.00	95.40	101.12
Room revenue (\$000's)	2,710	3,395	3,875
Total revenue (\$000's)	6,023	7,545	8,612
Gross operating Profit (%)	19	25	28

The following cumulative surpluses/deficits are achieved (in \$000's), at actual year values:

Year	Year	Year	Year	Year
1	2	3	5	10
(285)	84	933	3,166	12,218

Scenario One

If a 10 per cent decrease in Average Room Occupancy is applied to this example the following changes occur:

(\$000's)	Year	Year	Year	Year	Year
	1	2	3	5	10
Gross Operating Profit	936	1,596	2,067	2,322	3,108
Cumulative Surplus/Deficit	(451)	259	1,890	1,890	9,092

Scenario Two

With a 5 per cent decrease in Average Room Rate the following changes occur:

(\$000's)	Year 1	Year 2	Year 3	Year 5	Year 10
Gross Operating Profit	1,087	1,792	2,291	2,574	3,445
Cumulative Surplus/Deficit	(330)	(37)	716	2,738	11,143

Scenario Three

If both a 5 per cent decrease in Average Room Rate and 10 Per cent decrease in Average Room Occupancy occur at the same time the following cash flow dervies:

(\$000's)	Year 1	Year 2	Year 3	Year 5	Year 10
Gross Operating Profit	889	1,516	1,964	2,206	2,953
Cumulative Surplus/Deficit	(488)	(466)	75	1,526	8,173

Clearly it is possible to alter a number of variables and view their impact on the profitability and cash flow. However, it should be-remembered that a sensitivity analysis acts only as a *check* on a market analysis already prepared.

Sophisticated mechanisms of funding

New and sophisticated mechanisms for funding generally involve an extension of the principles attached to loan and equity finance. Examples of such mechanisms are:

1. *Fund investment.* Institutional investors such as

Insurance Companies and Pension Funds create a special fund for the development of a particular chain or brand or hotel.

2. *Moratorium or 'Holidays'*. This grants a period of transition between receiving loan finance and repayment. Moratoria may be granted on either the principal repayment or on the principal and interest, usually for a period of 2 or 3 years.
3. *'Balloon' loans*. This form of arrangement eases the cash flow because of lower payments during the earlier term of the loan. A *balloon* is the amount left for repayment is a jump sum at the end of the loan instead of having been repaid at regular intervals during the term of the loan.
4. *Annuity*. An annuity spreads the principal and interest repayments equally over the term of the loan. The advantage of this is that it reduces the overall level of repayment in the early years of a project when cash flows tend to be smaller.
5. *Sales and Leaseback*. Sale and leaseback agreements are strictly speaking a means of refinancing a project, but they are becoming increasingly important. This method involves the developer selling on the property at a profit to a third party. The money from the sale is used to repay the loan and the property is then leased from the new owner. A rental is paid each year out of the hotel's income. For a developer the advantage of this is that it realises the hotel's capital value early while at the same time providing an annual income from the hotel. In some countries there are tax advantages also to this means of financing.

Government Incentives

Introduction

The investment criteria outlined in the previous section are applicable to an investment decision. If incentives offered by governments to stimulate external or private investment in their country, or a particular region of that country, are to be effective they should be aimed at meeting one or more of these criteria.

The following paragraphs relate examples of government incentives offered to help meet these investment criteria. The list is illustrative and not intended to be comprehensive.

Reducing level of required investment (investment Support)

Common incentives employed by governments to stimulate tourism investment are those aimed at reducing the level of investment to be raised for a particular project. Examples are:

- Provision of land or construction labour by the government at less than market value, often in return for equity participation.
- Grants, usually with specific conditions, for a proportion of the cost of project including, in some cases, pre-development consultation fees.
- Duty concessions on the importation of building materials, plant, furniture, fixtures and fittings.
- Investment support by the revision of funds for specific projects on favourable terms, such as over a long period of time, with low interest rates, or a combination of both. This reduces the level of investment to be raised from other sources.

Government financial incentives

Grant aid. Grant aid is considered to be the best method of seeding tourism projects, as it has an immediate effect upon the realisation of the project. Many tourism projects,

particularly hotels and leisure centres, require a large *upfront* investment in fixed assets before operation can commence, and servicing this investment can have a serious effect upon cash flow in the early years of the project.

A grant to a tourism project may be a cash payment which does not require a return, injection of equity stake requiring profit share, or payment in kind e.g. rent-free land, which would otherwise have had to have been purchased, and therefore would have required capital outlay.

Loan aid. The effect of a government loan upon a tourism project is entirely conditional upon the terms of that loan, but has a similar objective as grant aid of reducing the requirement for a developer to raise finance from other sources.

Government loan finance is most commonly given to tourism projects at preferential rates. This can be in a number of forms interest relief schemes giving a lower interest rate, longer term, longer payment moratorium, reduced payment - *balloon* funding all of which would be more favourable to the project than the terms available from private sector sources.

Administration of financial aid

Grant aid is the most easily administered form of financial aid for tourist projects. The awarding authority need only set the conditions for the grant, and ensure that the grant is used, and continues to be used, for the designated purpose.

Conversely loan finance requires continued administration throughout the term of the loan.

Initially, a feasibility study is required to evaluate the ability of the project to repay the loan, and this ability must be continuously re-evaluated. A mechanism is required for receiving interest and capital repayments and, because public money is involved, public accountability must be absolute.

For the private sector developer, grants are also the easiest

to administer, although the effect on cash flow of a grant or loan may both be favourable. Although a grant is normally more attractive, in both cash flow terms and as no conditions apply which have not been satisfied at the outset, government loan finance in a project can provide ready access to additional capital funds should the project require assistance, and if government wishes to preserve its original investment.

The choice for government as to whether to give grant aid or loan finance to a specific project, or to a tourism development in general, will be a political decision, influenced by many factors. Loans are politically more widely acceptable, as the perceived direct cost to public funds will only be the *preferential* element of the loan, as opposed to the whole amount of a grant whilst the economic and social benefits will be very similar for example, employment opportunities tax revenues. Provision of leisure facilities etc.

The financial benefits of loans are also readily quantifiable, for example, the number of jobs created, or the amount of tax revenue received: they are politically presentable and acceptable, and easily understood. Grants in kind the provision of land, the development of essential infrastructure carry the least risk of all forms of financial aid. State owned land which is developed has a greater value than undeveloped land, and the provision of infrastructure is the creation of social capital which contributes to the wealth of a country, and aids further development.

Quasi-financial incentives. These include loan guarantees, subsidies and exchange rate guarantees where the cash outlay from public funds is reduced, or in some cases nil, but government clearly states its confidence in the projects.

Financial incentives in the form of grants and loans are the best method of promoting and directing tourism development, by removing obstacles to project profitability. Paradoxically, those economies with immature tourism

sectors which could most benefit from overall growth are often these with insufficient access to funds, and are therefore unable to offer assistance in a planned, comprehensive manner.

Such countries are often perceived by private sector funding sources as risk areas for investment, and therefore regardless of project profitability, private sector developers can experience difficulties in project financing. In these circumstances governments can provide loan guarantees to commercial funding sources, to demonstrate their commitment and confidence in the tourism sector, at an initial cost and in most cases, not cost at all to public funds.

Alternatively a government may choose to make a financial commitment by offering a loan subsidy or interest relief grant which finances the differential between the (commercial) rate or interest charged by the lending institution and a lower rate decided by the government (which may be fixed, or may be related to the flexible commercial rate). This form of incentive requires no large initial injection of funds, and the outlay is spread over a number of years.

When there is an element of foreign currency loan funding in a project, governments can offer a quasi-financial incentive in the form of an exchange rate guarantee. The exchange rate for loan interest and capital payment is fixed, and the government undertakes to relieve any adverse effects from exchange rate fluctuations. This form of incentive therefore alleviates one form of risk associated with tourism development in areas where exchange rate fluctuations can seriously affect profitability.

Fiscal incentives. These can have the dual role of removing obstacles to project profitability, where this would otherwise be marginal, and or accelerating the development process by making the investment climate more attractive than that in another destination. Fiscal incentives can apply both to the development stage of a project and to the actual operation

of the facility. They can be specific to the tourism sector or, more usually, are part of an overall economic policy aimed at encouraging capital investment, and particularly at attracting foreign investment. In general, fiscal incentives preserve or increase profits during operation, although some are intended to reduce the initial construction cost through duty exemption etc.

A particular feature of most fiscal incentives, of both political and economic significance, is that the benefit to the developer often will not accrue until the project is profitable, and therefore is no longer in need of assistance. A careful assessment of projects will identify those developments of marginal profitability for which a fiscal incentive will actually realise a surplus.

Examples of fiscal incentives are:

- Profits tax reductions;
- Net operating loss carry-over;
- Tax credit on interest on foreign loans;
- Real estate tax exemption;
- Preferential energy tariffs;
- Reduced importation duties on equipment;
- Tax credits on domestic capital equipment;
- Tax exemption on re-invested profits;
- Capital expenditure allowances.

Because they generally have no significance upon the cash flow in the early years of tourism project (unless they can be used against profits generated by other activities), fiscal incentives are most commonly used in conjunction with financial incentives. The cost related to the provision of fiscal incentives is readily assessed, as they are specific e.g. 50 per cent profits tax reduction is easily measured. However,

the benefits accruing to government (as opposed to the private sector, whose benefit is equal to the cost of the government) are less readily measured. Where a grant or loan is offered, it is often the case that the project would not have been realised without it and indeed this may be a condition for obtaining the award. It is therefore appropriate for all the benefit accruing from the project to be directly related to the cost of the incentive. Such cases of measurement is not possible with fiscal incentives, and their cost must often be written off against more general benefits, such as reduced unemployment or increased per capita income, rather than against specific benefits.

Other incentives

There are other incentives which are not strictly investment incentives as they do not affect the cost, nor directly the profitability of a project or incentives in that they form part of the investment climate, for example, a policy of promotion and marketing by the government to increase tourist volumes to a region or country will increase the potential market for, and thus potential viability of, tourism components located in that region.

Other government incentives may include the following:

Training	A government may provide training facilities and courses to increase the qualified workforce.
Work Permits	The lifting of access restrictions for where there is a shortage of professional skills locally or to have a positive effect on tourism volumes.
Repatriation of Foreign Earnings	The removal of restrictions on the international transfer of operating profits, capital gains and expatriate staff salaries.
Access to materials	Where government allow materials required for the construction and operation of a tourism project and which are not available locally to

be imported.

Of most importance is the economic and political stability of a destination. Although certain incentives can be offered to alleviate the effects of instability, or perceived instability, project profitability, although commercially attractive, may be insufficient to compensate for the risks involved in development. World Bank lending to nations is often conditional upon, or even intended to achieve, political or economic change and hence stability, creating a more secure investment climate.

All countries of the world, from the most undeveloped to the most developed, have on their statute books measures which are, or which can be constructed as being tourism investment incentives. The use to which these are put depends upon the existence and application of a tourism policy; upon the maturity of a country's tourism sector; and other, less tangible factors, including political will.

Promotion. All activities in producing and increasing sales, including advertising, publicity, personal selling. The activities that supplement and make more effective advertising and personal selling. Special events individually treated to bring public attention to specific products.

Promotional Fares. In the early seventies when the 747-Beoing Jumbo jets came into operation offering about 400 seats in one plane, the world had a glut of air capacity. The airlines thought of offering cheaper promotional fares to attract more passengers. Important among these fares are:

1. *Excursion Fares*

These are sold on the basis of return journey to individuals and have restrictions of minimum or maximum stay at the other end of the journey. For instance, the passenger must spend at least 10 days in the country where he is going. The idea of putting these restrictions is to dissuade business travellers from using cheap excursion fares. A business

traveller may like to visit a country for 3-4 days, but an Excursion Fare involves a minimum stay of one week or 14 days, So, the business traveller cannot use the cheap fare. The fares are often discounted by 20 to 40 per cent to encourage new travellers who would not have otherwise travelled.

2. *Group fares*

These fares are applicable to groups and are discounted by 20 to 40 per cent. Off-season discounts can be even higher. Here again, there are restrictions, for example, a minimum of 10 to 40 persons must travel together on the same itinerary. A minimum stay is also stipulated. In some cases, the package has to be sold inclusive of ground arrangements like hotel bookings, sightseeing, etc.

The introduction of such promotional fares brought about a tourism boom in the world. Soon the Jumbos were filled up and there was even shortage of capacity on some popular routes, despite steady argumentation of fleets.

Promotion of Tourism. Since travel agency business is highly competitive, the management of the agency must have a comprehensive marketing plan to facilitate the sale of its services.

Under the broad term 'marketing', promotion means all the activities undertaken to promote a business and its products and services. It includes the projection of a proper image of the agency and creation of demands for the services of the travel agency. It can be done by personal contacts, through a sales force and advertising.

Proterty. It means Hotel.

Publicity. The gratuitous mention of a business, service, facility or product in media or on the air.

Public Relations. The ways and means through which we can get free publicity or attention to our product, i.e., press

releases, news items of interest to general public, sponsoring of familiarisation tours of travel writers and travel agents to the host destination, participation in travel exhibitions and sales calls on travel agents, etc.

Other forms of public relations in tourism are special press releases, feature stories with picture, newsletters, screening of touristic films, audio-visuals on a destination, an airlines or a hotel's participation in travel exhibitions and fairs, etc.

The sky is the limit in the area of public relations. The following basic principles must be kept in mind by the man incharge of public relations affairs.

Honesty

The first rule of good public relations is to be candid and honest. Any attempt at an exaggerated portrayal of your product is likely to hurt you in the long run.

Imagination

Cheap tricks to get attention are unproductive. They often arouse suspicion. The gains are temporary.

Consistency

The core of public relations is consistency in approach sympathetic listening and effective communications.

Distinctiveness

The uniqueness of your tourist product and services has to be stressed on how it is better than competing products.

Interest

Good public relation depends upon winning not only attention but also the sympathetic understanding and co-operation of the consumers. Consumer satisfaction is the key to success.

In other words, honesty pays in all public relation activities.

Printed Literature

Advertising and public relation activities are supported by printed literature brochures, pamphlets, posters. The printed literature in tourism promotion must be outstanding quality to attract attention. Remember, tourism is generally bought by the affluent members of a society, and they prefer the best.

The qualities of good tourist literature are clarity and brevity, information that people want and finally, creativity in the text and distinctiveness.

Sales Calls

Trained salesman very familiar with the product must call on travel agents, corporate offices and other potential clients.

Telephone Sales

The telephone is an important instrument of effective marketing. Those who respond to enquiries on the telephone must be experienced, well-informed and motivated sales persons. Information given in a pleasant way helps clinch a sale.

Postal Enquiries

Postal enquiries received in the office in response to advertising or on their own, must be replied to immediately, preferably with a personal letter. It creates trust in the prospective traveller.

Delay in response results in loss of interest. Remember, they have other options.

Use of mailing agencies for response to personal enquires is not favoured. They have their own priorities and often the replies are delayed.

Public Sector. Nationalized industries and services; a report on wage rises in the public sector or on public sector wage settlements; public sector borrowing requirement (PSBR) = amount of money which a government has to borrow to pay for its own spending.

Pulse. General term for certain seeds that grow in pods; the species of vegetable which have this type of fruit are very numerous; the term is often applied to edible seeds of leguminous plants (lentils, beans and peas) used as food.

pump. 1 Device for transferring liquid from one place to another (such as for serving beer or petrol) 2 to transfer (liquid) from one place to another using a pump; all our beer is hand-pumped.

pumpkin. Large round orange-coloured vegetable; pumpkin pie = pie made of pumpkin flavoured with cinnamon, nutmeg and other spices.

purser. Member of the crew of an aircraft or ship who deals with the accounts, sales, passengers' needs, etc.

Q

Quart. Measure of liquid equal to one quarter of a gallon.

Queen. Size bed noun double bed which is wider and longer than normal, but slightly smaller than a king size bed.

Quick-freeze. To preserve food by cooling it quickly to 0°C or less.

Quince. Hard fruit of *Cydonia oblonga*, used for making jelly.

Quinine. Drug derived from the bark of the chinchona tree) used to treat malaria.

Quiz. Game where questions are put to competitors; quiz night = night at a pub when a quiz is held.

Quota. Fixed amount of something which is allowed; the government has imposed an import quota on cars.

R

Railways. In a developing country like India, railways play the dominant role in providing travel services including holiday travel for domestic travellers and followed by inter-city buses, special tourist coaches. Cars are owned by relatively a few people in urban areas, though the number of car owners is steadily rising.

With increase in speed, the railways are regaining their popularity at the cost of airlines, especially in Europe. Some of the trains in Europe and Japan travel at a speed of 200 to 400 kilometers an hour and retain their edge in time-saving. Airlines in Europe are building underground trains to link the hub of the city with airports so that the passengers are not held up on the crowded highways and thus lure away from airlines.

Radiator. (a) water-filled metal panel for heating a room; when we arrived at the hotel our room was cold, but we switched the radiators on (b) water-filled metal panel for cooling a car engine.

Radish. Small red root vegetable with a pungent flavour, eaten raw in salads (a very common starter in France is radishes served with salt and butter).

Raisin. Dried grape.

Raki. Turkish alcoholic drink, flavoured with aniseed.

Ramadan. Moslem religious festival, where people do not eat or drink during the daytime (i. e. between sunrise and sunset).

Rambutan. Tropical fruit (*Nephelium lappaceum*) grown in South-East Asia; the fruit is similar to the litchi with a rough hairy skin.

Ramekin. Small dish for baking food in an oven; food cooked in this type of dish.

Ramp. Sloping part of the ground, going from one level to another; the pub has had a ramp installed so that people in wheelchairs can get into the garden; loading ramp = raised platform which makes it easier to load goods onto a truck.

Rang French (meaning 'position or station') a section of a restaurant, a group of tables served by one waiter, the 'chef de rang'.

Rapid. adjective fast or quick; we offer% discount for rapid settlement = we take 5% off the price if the customer pays quickly; rapid transit system = system (such as an underground train network) which allows passengers to travel rapidly around a metropolitan area.

Rasher. Slice of bacon.

Raspberry. Cane (*Rubus idaeus*) which provides a most important red soft fruit; raspberry ice cream; raspberry jam.

Ratafia. Sweet biscuit or drink flavoured with almonds.

Ratatouille. Mediterranean vegetable stew of onions, tomatoes, aubergines, peppers and courgettes cooked in olive oil.

Raw. (food) in its original state or (food) which has not been cooked; sushi is a Japanese dish of raw fish; I don't like raw onions in my salad.

Razor. Instrument with a very sharp blade for removing hair by shaving; razor socket = socket in a bathroom where an electric razor can be plugged in (NOTE: US English for this

is shaver point).

Reach. To arrive at a place or at a point; the plane reaches Hong Kong at midday; the coach reached its destination three hours late; I did not reply because your letter never reached me.

Read. To look at and understand written words; reading lamp = small lamp on a desk or beside a bed, for use when reading or writing.

Real Ale. Traditional beer, served directly from a wooden barrel or pumped by hand.

Reboard. To go back onto a ship or plane or train or bus again; after visiting the church, the party will reboard the coach and drive to the hotel.

Rechaud. French (meaning 'stove') small heater (usually with a spirit lamp under it) for keeping food hot on the table, or for cooking certain dishes rapidly next to the guest's table.

Recipe. Written details of how to cook a certain dish; the restaurant sells postcards with recipes of its famous fish dishes; the cake is made from an old recipe.

Re-entry. Coming back in again; re-entry visa or permit = visa allowing someone to leave a country and go back in again.

Referral System. System by which one hotel or restaurant recommends another, and may take bookings for another on which commission may be paid.

Reheat. To heat again food left over can be reheated and served again the next day.

Relation. Link (between two things); public relations (PR) = keeping good relations between a company or a group and the public so that people know what the company is doing and can approve of it

Relief. (person) who takes the place of another who is away;

relief cook = cook who takes the place of a cook who is absent.

Relish. Sharp or spicy sauce made with vegetables or fruit which adds extra flavour when eaten with other food.

Rely. To depend on or to trust; we rely on part-time staff for most of our business; do not rely on the agents for accurate market reports.

Remote. A long way away or distant; the hotel is situated in a remote of a TV, etc. by using a handheld switch away from the set; it works with an infrared ray.

Remove. (in old menus) dish served after the first course has been eaten and cleared away.

Repair. 1. mending or making good something which is broken; the hotel is closed while they are carrying out repairs to the air-conditioning system; his car is in the garage for repair 2 verb to mend or to make good something which is broken; the lift is being repaired.

Repay. To pay back; he repaid me in full = he paid me back all the money he owed me.

Resort. Place where people go on holiday; resort hotel = hotel in a resort; health resort = town where people go to improve their health (such as a spa); mountain resort = holiday town in the mountains; sea resort = holiday town near the seaside; ski resort = town in the mountains where people stay when on a skiing holiday.

Retinol. Vitamin A, vitamin which is soluble in fat and can be formed in the body, but which is mainly found in food such as liver, vegetables, eggs and cod liver oil.

Retsina. Greek wine flavoured with pine resin (resin was originally added to preserve the wine).

Reading the Trends in Tourism. Demographics play a large part in tourism as does the availability of leisure time and

disposable income. Specialisation and demand for quality are also beginning to manifest themselves. As for the industry, there is a perceptible polarisation of businesses into larger and larger groupings transporters and hotel group of even consortium, tour operators and retailers. The European Single Market 1992 is likely to see further acceleration of polarisation. Already about half of the population of Britain might be called *green consumers* and by far the majority are concerned about environmental issues. All political parties are having to take this on board in formulating their policies. It is not just Britain, it is a world wide phenomenon and tourism and leisure will not be exempt from these policies. Single Europe will also see liberalisation of intra-European air routes and fares; liberalisation of coach travel; harmonisation of VAT rates; more consumer protection for those buying packaged holidays within the Community; and free movement of labour. The Channel Tunnel is planned to open in 1993. There are unprecedented developments in Eastern Europe and healthy economies emerging in Asia-markets on the future-but tourist destinations of today.

Reason for Tourism. Recently, a survey was conducted in Germany to find out what people would like to buy most if they had a choice. Travel for a holiday was the choice of the majority. It is true of most countries in Western Europe, USA, Canada, Japan, Australia. It may not be true in India as yet because a majority of people in India have other priorities like housing and other basic requirement of life to deal with before they can even think of a vacation away from their home.

Reasons for Tourism. People travel for many reasons: principal among these are recreation or holiday; seeking adventure or outdoor sports; cultural travel to see how people in other countries or in other parts of the same country live; health tourism to spas or resorts; seeking medical treatment; business travel. Another increasingly pressing reason for travel is to attend business and professional conferences.

Travel is also offered as a reward to good workers or salesman of an company as an incentive. This segment is called incentive travel.

Recognition of Travel Agents. The Governemtn feels that many a time unauthorised persons offer themselves as agents and in return fail to render satisfactory services, and even exploit the ignorance of the tourists for their personal benefit. With a view to curb this, the Government evolved a system of granting recognition to travel agents. The rules for recognition are as follows:

- (i) No firm shall be granted recongition unless it has been engaged actively in handling tourist traffic for at least one year before the date of the application.
- (ii) Firms granted recognition shall be entitled to such rights and privileges as may be granted by Government from time to time and shall abide by several terms and conditions of recognition.
- (iii) Firms granted recognition shall undertake to maintain an office under the charge of full time members of their staff, who should, apart from issuing rail tickets, be in a position to give up-to-date and accurate information regarding transport and accommodation facilities, currency and customs regulations and general information about travel, etc.
- (iv) The recognition may be extended for the whole of the country or be limited to a particular region.
- (v) Firms granted recognition shall undertake to employ only guides approved by the Department of Tourism.
- (vi) All recognised firms shall furnish yearly statement of their activities and such other information in regard to the volume of tourist traffic actually handled and other relevant matters.
- (vii) The decision of the Government in the matter of

recognition shall be final and it reserves the right to cancel or withdraw it at any time.

- (viii) The recognition to be granted by the Department of Tourism shall not automatically entitle the firm to be appointed agents for the sale of rail tickets by the Ministry of Railways (Railway Board). The Agencies thus recognised shall apply separately to the Railway Board.
- (ix) Firms seeking recognition as travel agents should have a minimum paid up capital of Rupees one hundred thousand.
- (x) Applications for grant of recognition by the Department of Tourism will only be considered if the firm:
 - (a) is approved by the IATA;
 - (b) has licence to book foreign passages issued by the Reserve Bank of India;
 - (c) has the approval of the Ministry of External Affairs to handle travel documents and to deal with passport offices;
 - (d) is registered under the local Shops and Establishment Act.

The recognition is now granted by the Central Department of Tourism in the Central Ministry of Tourism and Civil Aviation. The application for grant of recognition is to be made in the prescribed form and is to be addressed to the Director General, Department of Tourism, Ministry of Tourism and Civil Aviation, who is the authority empowered to grant such recognition.

Recreational Travels. The purpose in this case is recreation - holidays or leisure. People want to get away from the humdrum of everyday life and move to beaches, mountains and the scenic countryside. It had been estimated that 75

per cent of international travel in the world and 50 per cent of domestic travel is recreational. According to an Indian Government survey, 75 per cent of foreign visitors come to India for recreation or holiday and the remaining 25 per cent come for business, official visits and other purposes.

Referral Groups. Referral Groups have become popular with individual owners/operators because they can retain their independence and yet benefit from the marketing clout of the Referral Groups. The Referral Groups offer international marketing and reservation services to the members. They also undertake large-scale advertising on behalf of their members. They also undertake large-scale advertising on behalf of their members. One of the largest Referral Groups in North America is Best Western, with 3,000 properties world wide and an inventory of 200,000 rooms.

Revalidation. Making a ticket valid again, after a change has been made; revalidation sticker = little sticker putt on a ticket to show a change made to the original reservation.

Revenue. (a) money which is received; revenue accounts = accounts of a business which record money received as sales, commission, etc. (b) money received by a government in tax; Inland Revenue or US Internal Revenue Service = government department which deals with tax.

Revolving door. Which turns round a central pillar; his luggage got stuck in the revolving door at the entrance to the hotel.

Red Channel. When you have goods to declare, you pass through red channel and pay custom duty.

Regional Organisations in Tourism. When a large enough community of interest exists, for example in the transport trade, some form of tourism leison machinery will be useful if not essential for successful development. The pace of change and the scale of development in the wealthier countries is such that scope for government action and the responsibilities of the trading sectors are quite different from

those in the developing countries. For most these will be limited international movement, often needing specialist attention unique to the country concerned. Accordingly the industrialised countries need their own forms of collective co-operation which in certain cases will be a partnership of private and public interests. As an example of this the OECD groups together the 24 rich nations of the world; North America, Western Europe, Australia and Japan. They account for 63 per cent of world travel expenditure. Thus they dominate the world travel scene. They are also the main source of investment resources, expertise and funds for future international growth.

The Tourism Committee of OECD has a long history of successful multinational action, notably in facilitation. Mass movement across frontiers and land border between neighbouring countries in particular can no longer be physically controlled on an individual or bespoke system. Indeed the twelve European Community (EC) member countries are planning total abolition on cross border checks with the introduction of the single market in 1992. EC governments have pledged to work together to ensure from that time free movement of people, goods and capital. Already checks are prefunctory or on a light sample basis in many of OECD countries. There are in practice few if any remaining restrictions on personal travel (passports, visas, currency restrictions) and continuing liberalisation in trading except for air transport. This provides the basis for competitive action and the growth of large international companies and chains with benefits as well as problems.

The OECD with the help of its tourism committee publishes a valuable annual report *Tourism Policy and International Tourism* giving detailed information on trends, governments' policy changes. Tourist volumes and values (expenditures), and from time to time useful information on specific topics such as accommodation employment and transport. In fact the reports provide an essential, basis for development

studies in the public and private sector. Governments rarely appraise their policies and strategies publicly and affectively, yet the need for such action and comparative studies on a professional and technical basis is paramount since a vast trade and a number of great industries are involved as well as a movement of people. Reviews of strategies and change especially in response to market trends and new techniques are as essential for effective government action as for commercial business. The discipline of profits and loss compels companies to appraise their results but governments tend to dodge this key issue.

OECD's tourism work is limited by serious lack of resources allocated to the tourism programme and accordingly poor co-operation with other international agencies and the training sector in general. Government officials change their job frequently yet their responsibilities in the travel trades require a high degree of professionalism and expertise. This together with the relatively low priority accorded to the task is a symptom of a general weakness in the public sector attitude to the trade in many industrialised countries.

The European Community whose twelve member countries account for 45 per cent of Europe's tourist revenues is becoming profoundly important for world tourist development. The EC tourism programme, Stimulated by the interest of the European Parliament, is a comparatively recent initiative. A detailed policy statement was first issued in 1986. The reasons given for this new causes of action embracing economic and political aims are instructive.

- Economic importance
- Role in the expansion of employment
- Potential for greater understanding and mutual acquaintance.
- advantage to the community in maintaining its competitive position in international markets.

The proposals for a tourism programme had the following objectives.

- To facilitate tourism in the Community.
- To improve its seasonal and geographic distribution.
- To make better use of Community financial instruments.
- To provide better information and protection for tourists.
- To improve the working conditions of persons employed in the tourism industry.
- To provide more complete information on the sector and set up consultation and co-ordination between the Commission and member states.

The result was an ad hoc and piecemeal approach with a very limited budget and programme of activity, with little attempt to fit tourism into the major policies of the Community, which is still not treated as an entity in its own right. Coordination of the wide range of activities affecting travel carried out by the various directorates and services has still to be achieved. To be fair to the European Commission the position is no different in many national governments who find the wide fringing nature of the trade difficult to embrace in coherent and collective action by the separate offices of state concerned. Yet unless this happens large scale development of infrastructure and plant as a necessary coordinated whole is impossible to achieve.

There are many other international agencies concerned with travel, for example international Marine Consultative Organisation (MCO) and the World Bank which from time to time operates a funding operation for government programmes in developing countries. United Nations Conference on Trade and Development (UNCTAD). United Nations Education, Scientific and Cultural Organisation (UNESCO), and the Council of Europe, Liaison between the agencies is not always effective, and more could be done to

exchange information and to consult with specialist organisations both in the public and private sectors. Some of the programmes affecting the trade are not planned with tourism development in mind. There may be cultural objectives and conservation and environmental concerns. Some programmes take a negative view of tourism which can lead to misunderstanding and set back both the specific agency plans and tourist development. Problems arising from congestion, pressure on fragile areas and resources including historic and natural sites, environmental and cultural clash in developing countries highlight areas needing specialist and professional treatment not intemperate criticism, which can reduce the undoubted potential economic and social benefits from properly organised travel flows.

Reservations. Many larger hotels, and even some smaller properties affiliated to chain operators, have computerised reservation systems, many of them with toll-free customer access. But, despite these computerised systems, overbooking still occurs, causing problems.

Residential Hotels. These hotels are the apartment houses complete with hotel service. These are often referred to as apartment hotels. The tariff of rooms in these hotels is charged on monthly, half yearly or yearly basis and is charged for either furnished or unfurnished accommodation. These hotels which are located mostly in big cities operate exclusively under the European plan where no meals are provided to the guests. Services and amenities provided in these hotels are comparable to those of an average well regulated home.

Resort. A spot which is frequented by the tourists. It is a place which has all the facilities for the comfort of the visitor.

Rest and Recreation. Specified time usually included in most planned tours to allow the traveller time to relax and/or shop and visit places of interest not included in the tour.

Resort Hotels. Majority of the resort hotels are seasonal establishments which work to capacity during the high tourist season. Generally the high tourist season is the period when there are holidays at educational institutions. However, in recent years many of the resort hotels with a view to extend the season provide certain special facilities and offer various concessions to the guests. The concessions provided include reduced tariffs, free entertainments, sight seeing, gifts, etc.

Resorts can be various types and can be classified on the basis of climate and also topography. Broadly they fall in the following categories: (i) Summer resorts, (ii) Winter resorts, (iii) Hill resorts, (iv) All season resorts, and (v) Health resorts.

Resort hotels cater to the needs of holiday-maker, the tourist and those who by reasons of health desire a change of atmosphere. Resort hotels are located near the sea, mountain and other areas abounding in natural beauty. Rest, relaxation and entertainment are the key factors around which resorts are built. The primary motive of a person visiting resort hotels is rest and relaxation which he is looking far away from his routine busy work life. The resort hotels in order to provide special services to the visitors are built with a view to give a visitor special welcome and an atmosphere of informality. The type of services and amenities located in resort property include recreation facilities such as swimming pool, golf course, tennis courts, skiing, boating, surf-riding and other various indoor sports. Other important amenities include coffee shops, restaurants, conference rooms, lounge, shopping arcade and entertainment. Emphasis on resort hotels however, is on recreational considerable income looking for relaxation and recreation. Resort hotels rarely attract commercial patronage.

Rest House. Semi-hotel establishments situated in out-of-the-way places. The Rest Houses are popular establishments in India and most of these are owned by the state governments. These establishments are certain places

are also called *Circuit Houses* and *Dak Bungalow* vs. and are scattered all over India close to National Highways. Primarily meant for Government officials on tour, foreign tourists can also stay under certain conditions. These are convenient for tourists travelling by road.

Retailing. The sale directed to the ultimate, consumer, distinguished from wholesaling - the selling of relatively large quantities of products to those who resell (the retailers).

Rhubarb. Perennial plant (*Rheum raphaniticum*), of which the leaf stalks are cooked and eaten as dessert; rhubarb pie.

Rib. (a) one of several bones forming a cage across the chest
(b) piece of meat with the rib bone attached to it; spare ribs = pork ribs served cooked in a savoury sauce.

Riboflavine. or Vitamin B2 noun vitamin found in eggs, liver, green vegetables, milk and yeast and also used as an additive (E101) in processed food.

Rich. (food) with a lot of cream, fat, eggs, etc. in it.

Ride. 1 trip on a horse, on a bicycle, in a car, etc.; we went for a ride on an elephant; bus ride = short trip in a bus 2 verb to go for a trip on a horse, on a bicycle, in a car, etc.

Rink. Special area for ice skating, playing ice hockey, roller skating, etc.; in the evening we all went to the skating rink.

Risotto. Italian dish of cooked rice with meat, fish, or vegetables in it

Rissole. Fried ball of minced meat, fish, potatoes, etc.

Roles of Government and the Private Sector in Tourism. The essential tourist product consists of two elements - a desired satisfaction be it business or leisure, for example relaxing on a beach or attending a conference; at an acceptable destination: city, resort or countryside. Many services combine to provide the total product but the destination itself clearly has a vital role to play, and in the visitor's mind

represents the whole appeal at least at the stage of deciding on and planning the journey.

Usually there is no single destination owner other than the community as a whole and its representative the local government e.g. municipality. Thus the destination *guardian* must be the local public authority. In turn the role of the local authority in tourism is a very special and professional one. However, the authority's purpose in life is to care for the interest of the resident community, who can vote the controllers or local councillors in and out of office. Tourists in contrast make up the mobile or *temporary community*. They have no vote but their economic and social impact on the residents may be very significant, affecting their environment, prosperity, and indeed their whole lives. Tourists have their own power through the market place, deciding whether to come and spend their money buying the local products or take their custom elsewhere.

These points may seem simple and self-evident, but they represent the background to development and are often ignored in the policy and planning process. The public authority has a dual role in tourism whether at the national or local level. In the first place it is the guardian and regulator, setting the conditions for development. It must introduce and implement legislation affecting such essential matters as public health and safety, the environment, and in recent years consumer protection within the free and fair competition of a well organised market economy. These tasks are part of the public authority's role in regulating and stimulating industry and commerce for the benefit of the local community.

In principle, the market economy should ensure development of trade and industry with maximum prosperity, without the intervention of government, once favourable conditions for free trade have been set. In practice this may be difficult to achieve it for example foreign competitors are aided or

subsidised in their business. Specifically in the case of tourism the government authority must act as the representative of the destination itself and in so doing may become an operator as well as a regulator. The tourist trade is made up of a large number of competing services and businesses in transport, accommodation, catering, entertainment and many other personal services. Many will be small businesses. No single business could or should act for the whole area. They are not in charge of the scenery, the environment and many of the *natural* visitor attractions. The public authority is responsible for such elements in the tourist product. It may be a major operator, providing many public facilities, parks and gardens, recreation services such as swimming pools, tennis and even golf courses, camping, car parking sites, and often local transport. It may build and operate conference and exhibition halls, theatres, art galleries and other attractions. In addition it must be the guardian of the image, and assume responsibility for marketing, welcome and hospitality services such as information bureaux. The range of these essential services is considerable and costly to provide.

Usually therefore the public sector will be an operator, investor and trader, and entrepreneur as well as a marketer, and in addition the strategic planner for long term development. It will be the regulator or umpire for trade and commerce at the destination, local or national

What does this mean in practice? At both national and local levels there must be good communication and co-operation and a sensible degree of direction and devolution of functions. Generally most trading, specific development and the provision of services including information should be left to local enterprise and initiative. There will be services which are needed to enhance the whole but either not directly profitable or not commercial. Clearly infrastructure provision such as roads, lighting, drains, waste collection etc must be public concerns. There will be many other functions which

should be organised on a community basis: marketing, welcome and hospitality services, festivals and fairs for example, which all need a collective effort.

Role of Government in Tourism. There is clearly an important role for governments in the development of the product as well as the marketing of the destination. It is essential for towns and regions as well as countries to have an effective tourism department. Tim O' Driscoll, writing on the role of government in tourism, says:

In formulating a tourism policy, the government will have a number of possible options before it. It will have to decide, for example, the appropriate rate of growth which is planned in the tourism sector, whether to encourage mass tourism or to cultivate a slower and more selective growth. It will have to determine what should be the respective roles of the public and the private sector in developing the tourist industry and similarly of domestic and foreign capital. It must establish the due importance to be given to the needs of the tourism sector in plans for national and regional development and in so doing must take a decision regarding the timescale that it considers reasonable for planning forward investments in the tourism industry.

In practice only governments can determine what is in the national interest. Ideally tourism should have little effect on the virtues of a destination and its inhabitants. Countries should simply be themselves *accepted and accepting*. But facilities for visitors must be provided and providing them can show how delicate a task it is to change standards without altering the essential character one wishes to retain. But national characteristics and natural amenities are the raw materials of tourism.

Tourism is invariably dependent on government help in the provision of infrastructure airports, roads, utilities, sewerage and services. With large-scale developments such as the

Languedoc - Roussillon project there needs to be a formal structuring of responsibilities. This vast project on the Mediterranean between the Rhone delta and the Spanish border was such that no one organisation had the resources or ability to carry it out. At the same time a critical path had to be co-ordinated and planned. The roles of the State, the regional authorities and the private sector were clearly defined from the outset. Responsibility for the overall development plan was the State's as was acquisition of land and infrastructural development. The regional authorities participated in the development through the creation of four mixed economy companies. These companies having installed essential services sold the land at a price to recover costs to the private sector. Only then did the private sector move in to build the hotels and apartments blocks, the shops and the villas, attractions and facilities.

Governments have a key role in providing incentives. In Britain, under the *Development of Tourism Act 1969*, provision was made for the Hotel Development Incentive Scheme, which provided grant aid for all new hotel rooms built during a three year period which provided en suite bathroom facilities. The intention was to stimulate a swift increase in internationally acceptable hotel accommodation so as to take full advantage of the tourism opportunities arising from the rapid growth in travel potentials and in air transport with the advent of the wide bodied jet. Governments can also influence tourism flows through legislation or controls, e.g. visas; civil aviation control Greece refuses to accept outbound charters; control on hotel development-Malta will only permit the development of four star hotels currently.

Governments's role is essential in these areas because of the national benefits which tourism brings as a wealth creator, job creator, earner of foreign currency. Tourism can bring about inner city regeneration; stem the flow of people from the countryside; sustain heritage and culture, arts and

crafts; protect the environment and the wildlife of a region. Tourism improves international understanding among peoples. But the key to successful tourism development is in careful and controlled planning at both national and local levels as part of total economic plan. Dendell claims that:

Historically, Tourism plans in one guise or another have been prepared for part of all of almost every country throughout the world both developed and less developed and in some instances, on more than one occasion! Too often, however, such plans have either failed to be implemented or have been implemented and failed. The reasons underlying this tragic state of affairs are many and result, partly by accident or unforeseen circumstances for example, the oil crisis, Chernobyl, or acts of terrorism, but more often through culpable negligence on the part of the planner.

Whilst the reasons for failure of tourism planning are many, there are four which are by far the most important.

1. A weak organisation structure which fails to establish the roles that should be played by the public and private sectors in implementing the plan, particularly in developing, marketing and monitoring the sector. In other words, the organisation fails to identify who does what, when and how.
2. A public sector that the essential experience of the functions of a Tourism Development Corporation or those of a National Tourist Office (NTO).
3. Inadequate financial support for the NTO, leading to weak marketing and promotional activities.
4. A lack of experience and understanding of the tourism sector by the bi-lateral and multi-lateral aid agencies, resulting in poorly researched and inadequate or inappropriate projects.

All too often a plan is developed without the market having been adequately researched to establish whether demand is viable. All too often investment is made in the product with inadequate thought to managing or marketing it.

Role of Government in Tourism Policy Formulation. While there is considerable and continuing debate surrounding the role of government in the formulation of tourism policy, most observers would accept that some degree of intervention is essential. In developing countries it can be argued that a greater degree of intervention by government is required to achieve material objectives because of the absence of a developed and innovative private sector. In many countries, e.g. India, Bangladesh, Jamaica, government has undertaken an entrepreneurial role to ensure that pioneer activities are initiated. For example, a government decision to invest in and manage hotels for tourists might represent a philosophical and political dimension to policy or reflect a circumstance where private sector capital is not available for, or unwilling to invest in, tourist attractions and amenities.

The nature of government involvement in tourism might be usefully described as active or passive. Active involvement is characterised as a deliberate action by government introduced to favour the tourism sector. Passive involvement occurs when government undertakes an action which may have implications for tourism, but is not specifically intended to favour or influence tourism development. Some further refinement of these categories will emphasise the role that government play in tourism development.

A. *Passive involvement*

The characteristic of passive involvement by government in tourism might be categorised into mandatory and supportive actions.

Passive mandatory actions will usually be linked with legislation. Three examples will illustrate this concept. First,

a government enacts legislation relating to the employment of foreign nationals within a country. Second, a government introduces legislation offering investment incentives. Third, government negotiates a bilateral air services agreement. In these examples, government is using its mandatory authority to introduce legislation which relates to the country as a whole and is not intended to discriminate in favour of the tourism sector, although these measures may have implications for tourism.

Supportive actions arise when government does not deliberately inhibit the development of the tourism sector, but neither does it actively encourage it. An example might be where government provides some general training courses, clerical secretarial, languages, etc which may or may not have relevance to the needs of the tourist sector. Although these actions might support the needs of the tourism sector, it is not a provision specifically aimed at the sector.

B. *Active involvement*

This implies not only a recognition by government of the specific needs of the tourism sector but also the necessity for its operational participation to attain stated objectives. It is this specific action which distinguishes active from passive involvement and it can be categorised as follows:

Managerial in this case government not only set tourism objectives (possibly in a Tourism Development Plan) but also introduce the necessary organisational and legislative support to attain the objectives. In terms of the three examples cited above, government can discriminate in favour of foreign nationals seeking employment in tourism rather than employment in other sectors. Secondly, government can introduce specific tourism investment incentives (and might establish a Tourism Development Bank), and thirdly, it could negotiate bilateral air agreements with the specific aim of fostering tourist traffic. In these circumstances, government involvement is selective and specific.

Developmental, in this case developmental involvement is seen where government or its agencies undertake an operational role in tourist sector. This might be adapted for ideological reasons, as in centrally planned economic. However, as noted above, in many regional countries governments have undertaken this role because of the inability or unwillingness of the private sector to become involved in tourism. The Indian Tourism Development Corporation (ITDC) was established to not only to invest in tourism facilities and services, e.g. hotels, airlines, travel agencies, etc, but also to operate these services. At the time when the Corporation was introduced there was a lack of both investment funds for tourism development in certain locations and also little interest by Indian entrepreneurs to become involved in the development of the tourism sector. The ITDC was seen as a means of not only developing tourism facilities to meet economic criteria, but also in a social sense to stimulate economic activity in regions where it was difficult to attract private capital.

The essence of active involvement by government in tourism is an action or series of actions which discriminate in favour of the tourism sector. It is pertinent to note that the nature and extent of this involvement will reflect not only the stage of development of a country, but also the prevailing political philosophy.

In socialist, centrally planned economies, the private sector is small or non-existent and government assumes a dominant entrepreneurial role. In developed, mixed economy countries, most of the entrepreneurial investment has been made by the private sector with government providing infrastructure and other selective help. Whatever, the political views of government, its involvement is likely to reflect the importance of tourism within the economy. However, it is pertinent to note the bastions of centrally planned economies the countries of Eastern Europe have now opted for market driven development with governments setting

development parameters.

Most developing countries are characterised by a scarcity of resources for development purpose, with private sectors which have little experience of tourism as an industry. Not all developing countries fit this generalisation, with India, Maldives, Sri Lanka, The Bahamas, etc, having well developed private sector tourism interests. But in other countries, government has to adopt an entrepreneurial role to become the dynamo for tourism development and growth. In many such countries, government is the largest employer of labour, the major source of investment funds, and the guarantor for foreign loans. One recognises Bauer's critique that the centralisation of development initiative does not make it necessarily more efficient and effective: 'comprehensive planning does not augment resources, it only concentrates power'. However, for many developing countries with few export options available to earn hard currency, the attractions of tourism are very real to many governments.

Many of the problems inhibiting economic progress in the developing countries are intensifying. Continuing deteriorations in their terms of trade, tariff and quota restrictions, all serve to make progress difficult. Recent political instability in areas such as the Gulf, Indian-Pakistani confrontation in Kashmir, affect governments and tour operators alike. Tourists are easily diverted from destinations and where this occurs, e.g. the Philippines, it adds to existing economic pressures. It also jeopardises current investment and employment in the tourism sector. Tourism cannot be developed without incurring substantial costs and government need to have clear policies for the sector before large investment is made.

Role of the National Tourist Organisation. In formulating its tourism policy, a government will have number of possible options before it. It will have to decide, for example, the

appropriate rate of growth it wishes to see in the tourism sector, whether to encourage mass tourism or to cultivate a slower and more selective growth. It will have to determine what should be the respective roles of the public and the private sector in developing the tourist industry, and similarly, of domestic and foreign capital. It must establish the due importance to be given to the needs of the tourism sector in plans for national and regional development and in so doing must make a decision regarding the time-scale that it considers reasonable for planning forward investments in the tourism industry. There is further the question of whether to treat tourism in the same way as any other growth sector or whether the nature of the industry requires special administrative and credit arrangements.

Tourism involves a number of considerations that are non-economic in nature. Tourism often has significant cultural implications (for example, the restoration of ancient monuments); aesthetic (the preservation of beauties of landscape and the safeguarding of the nation's heritage); social (the provision of recreational facilities for the health and welfare of the people); and political (the improvement of international understanding). These considerations, however, are simply a few of the many alternatives among which a government must choose in deciding the objectives for which it intends to allocate its budget. These are primarily social objectives and, as such, they must be costed and the determination of how much of the national resources should be devoted to them is essentially a matter of social policy. The formulation of the government's tourism programme on the other hand should be determined, primarily, by consideration of economic policy, on the basis of the benefits to the economy which may be expected to follow.

These differences of function are reflected in the organisation's structure and constitutional status. Thus in some countries, the national tourism office is a part of the central machinery of government through which the

government operates directly in the tourism sector. In others, it has semi-autonomous status and functions not as an organ of government but rather as a professional body outside it. As a general rule, it may be said that this latter conception of the role of the national tourism office is more appropriate to countries where tourism is already fairly advanced and where the private sector is active in it. In countries which are only starting to develop their tourism potential or where it is desired to make a rapid push forward, the government will normally play a more active role itself in promoting tourism development and will use the tourism office as its administrative organ for the purpose.

There is no set formula as to what constitutes the most satisfactory constitutional arrangement for the national tourism body. In some countries, tourism ranks as a full Ministry and in some its Minister enjoys Cabinet rank. Other possibilities include making it semi-autonomous and largely independent of the regular structure of government.

There is clearly a co-relation between the standing that the government accords the national tourism organisation and its estimates of the importance of tourism to the national economy. Although other considerations, political and psychological, also enter in. Another index of government recognition is the amount of funds that the government makes available to it. In some countries, the activities of the national tourism office are financed in part by means of a direct tax on tourists. As a general rule, however, this is not to be recommended, partly on psychological grounds (it tends to create resentment on the part of the customer) and partly on economic, because through its multiplier effects, tourism is already making a valuable contribution to tax revenue. A special tax on tourists is therefore tantamount to taxing them twice, and, moreover, imposing a surcharge on exports.

At the 1963 General Assembly of the International Union of

Official Travel Organisations, it was suggested that the national tourist budget should be not less than one per cent of tourist receipts. This however should not be taken as a rigid formula, since for a country whose tourism development is still in its early stages, its yield would obviously be inadequate.

Whatever the constitutional or financial base, the national tourism office in any country will be the officially recognised expert body on tourism matters. As such, it will have the responsibility of preparing the basic studies and forecasts on which the government can prepare the national tourism programme; it will act as spokesman for the interests of the tourism sector; and will assist either directly or indirectly in the implementation of the government's tourism policy. The interpretation of this latter responsibility will, clearly, depend on the government's conception of its own role in tourism development. Thus the functions of the national tourist office may be solely advisory, or regulatory, or they may also be directly operational and promotional.

The administrative structure and composition of the national tourism body will be geared to the functions that it has to perform. A national tourism office would normally include sections to cover the following functions:

1. Research;
2. Information and promotion within the country;
3. Regularisation of standards of lodgings and restaurants;
4. Control of activities of private travel agencies;
5. Publicity overseas;
6. Technical and juridical problems;
7. International relations;
8. Development of selected tourist areas;

9. Overall tourism policy and promotion.

Even where it has a large degree of operational responsibility, it must decide which things it is going to do itself and which it should properly divide with other agencies of government. It has also to decide to what extent it should call in specialists, as for example, for research and forecasting, or for public relations and publicity campaigns. It may also choose sometimes to work in collaboration with the public or the local authorities to work in collaboration with the public or the local authorities, as for example in organising a festival.

Whatever the tasks that the national tourism body is called up to do, what is essential is that it should have the full powers necessary to carry them out. It must, above all, have authority. It must be able to present effectively the case for tourism among the claims of other sectors competing for government support and finance. In a situation where the imperatives of tourism development impinge on those of other sectors and there is a conflict of interests, as in the location of a highway or the priority to be given to a new airport, the head of the tourism organisation should be listened to with as much respect as the Ministers of Public Works or Aviation.

It is essential also that it be technically competent and recognised as such. The wide range of functions devolving upon it require a high degree of experience and professionalism and the calibre and prestige of the senior management of the national tourism organisation can be important factors in the effectiveness with which the government puts through its tourism policy.

Finally, it is essential that the tourism office recognises the limitations of its own mandate, however that may be defined, and maintains close and harmonious liaison with all the other interests that may be involved in tourism development. Three principal interests are concerned. The first is the national

planning organisation. In most countries there is regular provision for this liaison at the national level. On the regional level. However, the situation is often less satisfactory and regional planners, and physical planners in particular, often fail to co-ordinate their work sufficiently with that of the local tourist bodies.

The second is liaison with the other departments of government, partly as a matter of information and negotiation between different interests e.g. labour regulations, taxation, etc and partly for the infrastructure and services needed for tourism development and which will normally fall to other departments to provide. Thirdly, there must be the fullest co-operation with the private sector. This should begin, properly, at the planning stage, when the government should be preparing its programme in consultation with local and private interests. It should continue by means of frequent and informal contacts to ensure harmonious collaboration on the practical problems involved in making the programme into a profitable business.

Role of Statistics in Tourism. Statistics of tourism are often criticised. They may not be comprehensive. Analysis may be limited particularly in regard to seasonal information. There are often bureaucratic delays and errors in description so that interpretation and use are difficult. Furthermore, system errors and statistical errors are quite common. Nevertheless statistics, however limited, are necessary, and useful if the figures are correctly described. There are ways of supplementing official data from trade information and through periodic sampling. Full knowledge of what figures are available, how to use them and how to be accurate, is an essential part of the marketing art.

The principal definitions of tourism have already been described. These are the bases for effective statistical systems. The key element in the generally accepted definition is the temporary stay, normally more than

twenty-four hours and less than one year (after which the visitor is assumed to be a resident), and no income earned at the destination visited. In other words, the visitor spend represents an injection of external 'income'.

Definitions also take account of day visits. These are important in domestic tourism but difficult to define and measure. In some countries (e.g. the USA) distances of one hundred miles have been taken as the dividing line between local and 'tourist' journeys. This may be arbitrary; the economic distinction is again a visit outside the area of residence involving spending of money not earned in the place visited. Commuters are clearly not tourists, even if they commute one hundred miles, as some do.

Official records may not conform to the agreed 'official' definitions, because the governmental systems of measurement are usually based on police controls at frontiers (immigration), or through hotel registration. The latter is common practice in many European countries where massive cross border flows make a full count impractical. Clearly hotel checks are unsatisfactory in many ways because they may not cover visits to camping sites, self-catering establishments, staying with friends and relatives etc. In other words, fifty per cent or more of the traffic may not be measured. There are even more problems with value measurements to report tourist expenditure. The most effective method is through sample surveys, either at the frontier, at the destinations or through household surveys. Such surveys are difficult and expensive. So many countries resort to broad estimates based on bank records of foreign currency exchanged. The results are often substantially inaccurate.

In spite of many technical problems official figures can be helpful. Sometimes cross checks are possible, for example the US Government Department of Commerce and other agencies report American visitor spending in European

countries which can be compared with the figures produced by European governments. Provided definitions used, and limitations are carefully and exactly reported, the regular series of international and national travel statistics can be put to practical marketing use.

Rooms. The accommodation functions of a hotel are called rooms. It includes reception, uniformed services like bell boys who handle luggage on arrival or departure of the guests, car parking, information, etc. Reception is also called the Front Office. Reception checks in the guests, deals with their mail and messages, accounts, cash and reservations.

In most first class hotels in India, there are 2 to 3 employees per room, a legacy of the past or of lower wages. The ratio is lower in Europe and USA, generally one to each room and even less.

Roly-poly. Cooked pudding made of suet pastry spread with jam and rolled up.

Rooming house. US house with furnished rooms to let.

Root beer. US dark fizzy drink, flavoured with the juice of roots, bark and herbs.

Rouble. US ruble noun currency used in Russia.

Roux. Mixture of fat and flour cooked to make a base for a sauce.

Room Occupancy and Profitability. A simple measure of assessing the profitability of hotel is to work out its room occupancy.

This can be done by dividing the number of rooms occupied on a given night by the number of rooms a hotel has to offer to know the occupancy in percentages. For instance, if a 200-room hotel has 150 rooms occupied on a given night, its occupancy will be $(150/200) \times 100 = 75$ per cent. Similarly, the occupancy can be worked out for weeks,

months or on a yearly basis. However, to work out foolproof profitability of hote, one has to take into consideration the number of rooms with double or triple occupancy for a given period.

Rug. (a) small carpet (b) thick blanket, especially one used for travelling; car rug or travelling rug = thick blanket used to put over the knees of a passenger in a car, etc.

Rules. Plural regulations or laws, strict orders of the way to behave; we apply strict rules of hygiene in the kitchen; did you read the rules about what to do in case of a fire?

Rupee. Currency used in India and some other countries.

Rye. (a) hardy cereal crop *Secale cereale*, grown in temperate areas; rye bread = bread made from rye (it is usually very dark in colour) (b) rye (whiskey) = type of whisky made in North America from rye.

Ryokan. Japanese traditional inn.

S

Sample Survey. Study of a given population through only a part of a fraction thereof.

Sales Letter. A direct mail material through which an attempt is made to gain agreement or favourable action towards a product.

Sales Promotion: all activities in production and increasing sales, including advertising, publicity, personal selling. The activities that supplement and make advertising and personal selling more effective.

Safari. noun hunting expedition in Africa; he went on a safari in Kenya; *safari park* = park where large wild animals, such as lions, giraffes, elephants, etc. run free, and visitors can look at them from their cars, but cannot get out of the cars.

Safflower. Plant which produces an oil used in cooking.

Sago. White powder made from the sago palm, used as food and as a thickening agent.

Sake. Japanese rice wine, usually drunk warm.

Salamander. Type of cooking grill, where food is grilled in a more or less enclosed box (as opposed to an open griller).

Salami. Dry spicy pork sausage, originally from Italy.

Salsa. Pungent Mexican sauce made of tomatoes, onions and chillis.

Salsify. Plant (*Tragopodon Porrifolius*) with a long, white root and green leaves, all of which are eaten as vegetables.

Salvage. Income from the sale of waste materials from a hotel or restaurant (such as kitchen waste).

Salver. Large flat serving plate (usually made of metal, such as silver or stainless steel).

Samosa. Indian dish consisting of a small triangular pastry containing spiced meat or vegetables, usually deep-fried and served as a starter or snack.

Samovear. Urn used in Russia for boiling water for tea.

Sandwich. (a) two slices of bread with meat or cheese, etc. between them; *club sandwich* or *double-decker sandwich* = *sandwich* made of three slices of bread, with a filling of meat, salad, fish, etc., between them; open sandwich = one slice of bread with meat, cheese, etc. on it (b) type of cake, one on top of the other, with a cream or jam filling in between.

Sanitary. (i) clean; (ii) referring to hygiene or to health; sanitary towel or US sanitary napkin = pad of absorbent paper worn during menstruation; do not put sanitary towels in the toilet, but use the special bags provided.

Sardine. Small fish of the herring family.

Sarsaparilla. Non-alcoholic drink made from the root of an American plant.

Satay. Appetizer served in South-East Asian cooking, made of marinated meat cooked on a little skewer, and served with peanut sauce.

Satellite. Artificial body which was launched from earth and which goes round the earth; satellite broadcast = radio or TV broadcast transmitted via a satellite; satellite dish = aerial, shaped like a dish used to capture satellite broadcasts.

Satsuma. Type of small sweet orange which peels easily.

Saucer. Shallow dish placed under a cup.

Saucisson. Dry spicy pork sausage from France.

Sauerkraut. German dish of pickled cabbage, often served with sausages.

Sauna. (a) very hott steam bath (b) room where you can have a very hot steam bath.

Savory. Herb used in cooking.

Saving of Himalayas and Old Monuments. Tourists or visitors to a Resort or Hill Station must be educated regarding need to keep a resort clean, neat and pollution free. The following guidelines must be followed to preserve our heritage :

1. All litter must be deposited in the litter boxes kept for this purpose.
2. People going on mountain treks must not throw litter on the way. In course of time, heaps of litter become an eyesore for people who many come the same way later. It is happening in our Himalayas.
3. Visitors going to monuments must not carve thier names or initials on the walls. Such vulgarity ruins the monuments. If you see someone doing that, persuade him not to do so.
4. Noise pollution is not loses than air or water pollution Honking must be avoided at all costs.
5. It is absurd to disfigure historical and ancient statues, depriving our children of the privilege of seeing these great works of art in their original glory. "A thing of beauty is joy for ever." Our great artisans took scores of years to carve out these figures for us to enjoy but we seem to relish disfiguring them in a moment.
6. Smuggling and stealing of ancient statues and artefacts have become common due to the high prices of such

precious treasures. Tourists and the local residents must remain alert to such vandalism.

7. Sea beaches were formed over thousands of years and we must not ruin them by our rash actions. Tall, multistoreyed buildings on the beach-front affect the structure of the beaches, sometimes leading to the disappearance of the beach itself.
8. Industrial waste should not be allowed to flow into the rivers, thereby killing the marine life depleting water reserves. Our sacred Ganga has been so polluted due to industrial and city wastes that the Government of India is now spending hundreds of crores of rupees to clean it not very successfully!
9. Every resort or a tourist spot has its carrying capacity. If the carrying capacity is exceeded without planned and well-thought out expansion, it spells ruin for a place. Out till resorts like Shimla, Kulu-Manali, Mussouri, Nainital, Shillong and Darjeeling are in no position to cope with the hordes or visitors which turn up every summer. Alternate resorts have to be developed for the increasing number of tourists.

Scallion. US young onion eaten raw in salad (NOTE: the British English is spring onion).

Scampi. Large prawns (*Nephrys norvegicus*) usually served fried in butter (NOTE: plural is scampi).

Schnitzel. Thin flat piece of veal or pork dipped in egg and breadcrumbs and fried.

Schooner. Large upright glass, used for serving sherry.

Scone. Type of small crusty bread, sometimes with dried fruit in it, eaten with butter and jam or with cream; see also CREAM TEA.

Scoop. (a) deep round spoon for serving ice cream (b) a portion

of ice cream, etc.; I'll have one scoop of strawberry and one scoop of vanilla, please.

Scotch. 1 from Scotland; Scotch broth = thick soup with barley, vegetables and lamb; Scotch eggs = hard-boiled eggs, covered in sausage meat and fried; usually eaten cold; Scotch pancakes = very small pancakes, cooked on a griddle; *Scotch woodcock* = savory consisting of small squares of toast spread with anchovy paste egg yolks, cream and cayenne pepper 2 noun (a) *whisky* made in Scotland; a bottle of scotch (b) *glass of this whisky*, a large scotch, please.

Scottish Tourist-Board (STB). Organization which promotes tourism in Scotland and promotes tourism to Scotland from other parts of the UK.

Scrambled. Eggs or scrambled egg noun eggs which are beaten with salt and pepper and cooked in butter, often served on toast as part of an English breakfast; we had a starter of scrambled egg with smoked salmon.

Screen. (a) flat surface which protects something or divides two things (b) something which acts as protection against draughts, fire, noise, etc. (c) flat surface for projecting films onto (d) flat surface for projecting films onto (d) flat surface as on a television set or computer monitor, on which images are shown; I'll call flight details up on the screen.

Screwdriver. Cocktail of vodka and orange juice.

Scurvy. Disease caused by lack of Vitamin C which is found in fresh fruit and vegetables.

Scheduled and Charter Airlines. We have used the word scheduled in the case of most airlines. These are called scheduled because these are the airlines flying according to regular schedules or timetables. The non-scheduled airlines are called charter airlines. The charter airlines fly only when there is a demand. Most tourist charters are operated by

such carriers. They work out cheaper than scheduled carriers because these are operated only if there is very high load factor, preferably 100 per cent, back to back.

Charters are an interesting phenomenon. The fast growth of tourism has been made possible due to the inexpensive tour package provided by charter airlines to popular destinations in Europe like Spain and Portugal. India gets a few charters every year, especially to Goa. There may be 200 trips from Europe to Goa in a year, every week one group landing and the other leaving. In this way, no capacity is wasted and the price per seat works out to be most economical. Now, it is proposed to encourage charter flights to places like Srinagar, Calcutta and Delhi.

Sediment. Solid substance which forms in liquids (especially in red wine) and which can be removed by decanting the wine.

Sell-by-date. Date stamped on the label of a food product, which is the last date on which the product should be sold to be guaranteed of good quality; similar to BEST-BEFORE DATE, USE-BY DATE.

Seller. Person who sells; there were a few postcard sellers by the cathedral; seller's market = market where a person selling goods or a service can ask high prices because there is a large demand for the product.

Seminar. Class given to a small group of students who meet to discuss a subject with a teacher; the training seminar is being held in the conference room.

Semi-skimmed. Milk from which some of the fat has been removed.

Semolina. Hard grains of wheat left when flour is sifted, used in puddings, stews, etc.

Serving. Amount of food served to one person; 500g is enough for two servings; serving hatch = small opening in a wall for passing food and crockery from a kitchen to a dining room;

serving instructins = instructions on a packet of food, showing how it can be served; serving suggestions = way a manufacturer suggests that you serve the product.

Sesame. noun tropical plant whose seeds are eaten, usually scattered on the crust of bread or cakes; *sesame seed oil* = oil obtained from crushed sesame seeds, used in oriental cooking.

Services Provided by Travel Agencies. Among the services provided by travel agencies are airlines, rail and cruise reservations, booking of hotels and rent-a-car vehicles at the other end of the journey, developing and marketing overseas and domestic package holidays, organising conferences/conventions, entertainments/sports, developing incentives tours, insurance, etc. Their main source of profits is from the commissions earned from their principals like airlines, hotels, steamship companies and railways.

Setting up of a Travel Agency. A travel agency may have a very large set-up or a limited scope of activities. This will depend on the extent of people's participation in travel activities.

The main divisions or sections which a travel agency or a tour operator would have to include are Sales, Research and Planning, Finance and Accounts, Destination and Service and publicity and Public Relations. These departments must be staffed with efficient personnel. There is also a need for greater- co- ordination among various departments in order to achieve the best results. Approval by International Air Transport Association (IATA) is also necessary before starting a travel agency. In addition to approval by IATA, travel agencies also need to have certain other approvals recognitions. These however differ from country to country.

Shopping, Bargain: Exquisite Craftsmanship. The country is a fabulous storehouse of traditional skills and craft that find expression in objects of great beauty and charm. The artist

the artisan have not been separated by great distance. In the market place, you will see people heating metal, making jewellery of intricate design, weaving tapestries in wool or silk, and carving a great variety of substances. India's silks have been famous since Roman times the silks of Varanasi, Kanchipuram (home of the Conjeevaram Sari, synonymous with the best in India silk saris), Mysore or Murshidabad. Most goods are handcrafted out of natural material like wood, metal, stone, marble, leather or silk. In India, carpets are still woven today as they were for royalty in a bygone era; marble is inlaid with semi-precious stones as it was for the Taj Mahal; emeralds, rubies, diamonds and pearls are encusted in hand-fashioned gold jewellery as if for a queen. State-run stores or emporia sell the country's regional crafts, where pieces are very attractive and fixed.

India's bazaars are a delight, providing a 'feast of colour, people and bargains. There are many goods from which to choose leather handbags, shoes, Jackets, bangles and brassware, toys and paintings, figurines of perfumed sandalwood or rosewood. Almost everything can be made to order, whether it is a silk shirt or a diamond ring, a carpet or a winter suit. Even a six-yard-long silk sari can be fashioned into a beautiful evening dress in one day by an ever-ready and obliging darzi, or tailor.

60,000 Businesses. The tourism industry is the accumulation of many products and services which are consumed by international business and pleasure travellers as well as the residents of a country. At the core of the industry are accommodation, transportation, food and beverage, travel and financial services plus attractions and traveller-oriented retail products. These products and services are complemented by many others, such as car rentals, taxis, service stations, telecommunications, retail stores and industry suppliers. Many other industries rely to some extent on tourism. For example, beverages, automobile and clothing manufactures, construction, real estate and agricultural

sectors.

According to an analysis by the Canadian Government, their tourism industry consists of some "60,000 businesses" which derive all or a substantial portion of their revenue from tourism. They developed the following illustration to give to idea of the businesses partly or wholly dependent on tourism:

Shallot. Small variety of onion, used in sauces.

Shandy. Drink made by mixing beer and lemonade.

Sharp. 1 (knife) which has a thin edge and cuts easily; you need a very sharp knife to slice vegetables 2 adverb exactly; the coach will leave the hotel at 7.30 sharp.

Shish kebab. Kebab made of lamb, with peppers, onions and tomatoes, cooked on a skewer over a charcoal grill.

Shoe cleaner. or shoe polisher machine for cleaning shoes

Shore. Beach, sandy area at the edge of the sea or of a lake; to go on shore or to go ashore = to go on land (from a ship).

Shrimp. Small shellfish with a long tail.

Shrove Tuesday. The last Tuesday before Lent, celebrated in Britain by eating pancakes (NOTE: also called Pancake Day. In France and French-speaking countries, called Mardi Gras).

Shut 1 closed; we tried to get into the museum but it was shut 2 verb to close for business; in Germany, shops shut on Saturday afternoons.

Sieve. 1 kitchen utensil made of metal or plastic net, used to strain liquids to remove lumps 2 verb to pass (flour, liquid) through a sieve to remove lumps.

Simmer. To boil gently.

Simnel. cake noun fruit cake covered with marzipan, traditionally eaten in Lent or at Easter.

Siphon. Soda siphon = bottle with a special spout, filled with water and gas under pressure, used for serving soda water at table or in a lounge.

Sirloin. Best cut of beef from the back of the animal; see also STEAK.

Sister. Sister company = company which is part of the same group as another company; sister ship=ship which is of the same design and belongs to the same company as another ship.

Slack. Not busy; November is a slack month in the hotel; Tuesday is our slackest day; slack season = period when a hotel or resort is not very busy.

Slop basin. Bowl placed on a table into which waste liquid (such as cold dregs from teacups) can be put.

Smokeless Industry. Tourism is called a 'smokeless' industry as no factories are needed to make goods for export. It earns over Rs. 3,300 crores annually for India. By the year 2000 India hopes to earn Rs. 7,000 crore every year.

Smorgashord. Swedish buffet of many cold dishes; for lunch there will be a smorgasbord.

Snapper. Type of Pacific fish.

Snood. Cloth which is worn cover the hair, especially by people preparing or selling food.

Snooker. Game like billiards played with twenty-two balls of various colours, the object being to hit a white ball so that it sends a ball of another colour into one the 'pockets' at the edge of the table; *snooker table* = table on which snooker is played; see also BILLIARDS, POOL.

Social (Subsidized Tourism). Although there is as yet no agreed definition of social tourism, there has been considerable study on the subject. Dr. W. Hunziker at the second congress of Social Tourism held at Vienna and

Salzburg in Austria in May 1959, proposed the following definition: "Social tourism is a type of tourism practised by low income groups, and which is rendered possible and facilitated by entirely separate and therefore easily recognizable services." Another recent definition propounded by M. Andre Poplimont is as follows: "Social tourism is the type of tourism practised by those who would not be able to meet the cost without social intervention, i.e. without the assistance of an association to which individual belongs." From these definitions of social tourism it is clear that it has certain elements. The first is the idea of the limited means. Manual workers are thus included in the scope of social tourism. In addition to manual workers there are also others who cannot save enough to pay for travel and accommodation because their incomes are too low or their commitments too great. On the whole, however, the majority of such tourists are manual workers. Secondly, social tourism is subsidized. The subsidies may be provided by the states, local authorities, trade unions, employers clubs or other associations to which the worker belongs. Thirdly, it involves travel outside the normal place of residence, preferably to a different environment.

Solarium. Room where you can enjoy real or artificial sunlight.

Sommelier. French wine waiter, the person in charge of serving the wines in restaurant.

Son et lumiere. Entertainment consisting of sound and lighting effects, shown in the open air at night (the setting is usually a castle, cathedral or similar historic building, and the lighting is complemented by voices of actors speaking as if they were the former inhabitants of the place); the son et lumiere begins at 22.00; all the tickets for the son et lumiere have been sold.

Sorbet. Water ice, ice made with water and flavouring and sometimes cream (in some gastronomic menus, sorbets are served between two main courses).

SOS. International signal to show that you are in distress (the letters 's', 'o', and 's' are repeated in Morse code).

Souffle. (i) light cooked dish, made from beaten up eggs and savoury flavouring, eaten hot; (ii) cold dessert made from beaten eggs, whipped cream and gelatin; a cheese souffle; a lemon souffle.

Souk. Market in an Arab country; you must visit the souk in Marrakech.

Soupcon. Very small amount; just add a soupcon of curry powder.

Sour. 1 (a) not sweet; sharp-tasting (b) (milk) which has gone bad 2 noun brandy sour = cocktail of brandy, lemon juice and sugar; whisky sour = cocktail of whisky, lemon juice and sugar.

Sours-chef French. (meaning 'under-chef') a chef with less experience, who is the assistant to the main chef in a restaurant kitchen.

Sour Vide. French phrase (meaning 'in a vacuum') a method of preparing ready-cooked food for resale, where the food is heat-sealed in plastic trays or in plastic bags with some of the air removed from the container (it has a shelf life of a few days only).

Spaghetti. Long thintubular strips of pasta; spaghetti bolognese = spaghetti with meat and tomato sauce; spaghetti carbonara = spaghetti with egg and bacon sauce.

Sparkling. Which has bubbles in it; sparkling water = mineral water which has bubbles in it; sparkling wine = wine which has bubbles in it.

Spice. 1 Flavouring made from the seeds, leaves or roots of plants, etc. 2 To add spice to (a dish).

Spinach. common green-leaved vegetable.

Spirit. Burner or spirit lamp noun apparatus in which methylated spirits is burned, used to keep food hot on the table, or to cook food rapidly next to the table.

Spit. Long metal rod passed through meat which turns so that meat is evenly cooked; spit-roasted pork.

Spoil. To make bad; to go bad; the trip was spoilt by the bad weather; rain spoiled our picnic; the dish will spoil quickly unless you keep it in the fridge.

Spoke. Domestic flight from a central airport (called a 'hub') connecting with international flights.

Spouse. Husband or wife; spouse fare = specially discounted fare for a husband or wife of a passenger travelling on a full-fare ticket.

Sprat. Very small herring-like fish.

Spritzer. Drink of white wine and fizzywater.

Sprout. Young shoot of a plant; bean sprouts = shoots of beans, eaten especially in Chinese cooking; Brussels sprouts = round edible shoots from a type of cabbage.

Square. (a) shape with four equal sides and four right angles (b) open area in a town, surrounded by buildings; market square = square where a market is held; the hotel is in the square opposite the town hall.

Stages of Growth in Tourism. The roles of the public and private sectors, always in partnership implicit or explicit, will vary greatly from time to time, depending on the stage of tourism expansion and the political will which should be reflected in a published tourism plan. This always essential if the private sector comprising many different services and small businesses is to contribute to a cohesive and effective total destination appeal.

There are three stages in the Destinations's Life Cycle.

1. Exploration, Experimenting and Initiation

This will involve the public authority, national or local, but may be led by a single entrepreneur from the public or private sector. In developing countries the government must take the lead. Plans will be tentative and easily changed and marketing has a key role to play in a process of trial and error.

2. Main period of growth sometimes referred as to take off. The private sector will tend to move into a dominating position, but the public authority through planning and infrastructure control must remain in charge of the longer term strategy. As expansion and investment involves major commitments it will become increasingly difficult to change the main course of growth, thus the original longer term plans will have important repercussions.

3. The third stage is that of maturity which in turn may lead to stagnation, slow growth or decline and eventually depending on community action destruction or regeneration. The last stage represents the reaction to longer term market trends and their influence on the destinations trade after it reaches maturity. The whole process from *birth to decline* traditionally took many years indeed even centuries.

But the speed of change has greatly increased in demand trends, and often on a massive scale. Furthermore, techniques of investing and building, plant equipment and infrastructure has similarly been transformed. Development is now rapid, London's total good standard hotel stock (rooms with bath) doubled in four years 1970-74 as a result of government intervention, when 30,000 rooms with bath were constructed on a subsidised basis. Building and investments are no longer undertaken for use by generations, but for a relatively short life. They are from the technical point of view not difficult to renew. Sadly planners

and entrepreneurs with their extended powers and scale of operation have made grave mistakes destroying irreplaceable heritage treasures to make way for easily replaceable substitutes which may have little lasting value.

Stopover. A point, between origin and destination of an itinerary at which passenger remains for a period of time.

Statistics. That branch of science which deals with the frequency of occurrence of different kinds of things or with the frequency of occurrence of different attributes.

Statistical Information Needed in Tourism. Commonly the basic unit of measurement is the 'visit', although some countries and some trades use the 'visitor night' i.e. one night stay by one person, as the standard. If the number of visitors is known then tourist nights are reported by length of stay checks. In practice many figures are reported as 'visitors' when the measure is in fact one person making one visit. A considerable number of travellers make a number of journeys. Some business men, for example, almost 'commute' across the Atlantic. Official records for foreign visitors to Britain are in fact separate visits and not people. For certain types of movement this distinction could be important in promotion and sales plans. The official records clearly aim to report visits to the destinations concerned (the country, region, city or resort). Information is needed on:

1. the place of permanent residence of the visitor;
2. country, region or town (resort) visited;
3. purpose of visit (business, pleasure, health, education etc), the more detailed the classification the better, as this assists in valuable segmentation exercises;
4. length of stay in country, region or town (resort);
5. basic socio-economic information (age, sex, status, nationality, occupation). There is a limit to the detail, but for market research purposes education, income

and indications of behaviour or life style groups can be very useful.

There is inevitably a conflict between the desire to facilitate travel, especially across frontiers, and to remove tiresomes official checks and the desire to collect data. If basic volume and value checks are carried out much of the detail can be collected through sampling. This can be very expensive in tourism, and is often best done as explained later through cooperative action with the trades concerned.

Stack. 1 pile or heap of things on top of each other; there is a stack of replies to our advertisement 2 verb to pile things on top of each other; the skis are stacked outside the chalet.

Stagger. To arrange (holidays, working hours) so that they do not all begin and end at the same time; staggered holidays help the tourist industry; we have to stagger the lunch hour so that there is always someone on the switchboard

Stainless steel. Metal made of steel with a high percentage of chromium, which makes it resistant to stains or rust; a set of stainless steel pans; a *stainless steel teapot*; *stainless steel pans*; a *stainless steel teapot*; *stainless steel cutlery*, compare ELECTROPLATED NICKEL SILVER.

Stale (bread) which is no longer fresh.

Stall. Wooden stand in a market, where a trader displays and sells his goods.

Stand (a) separate section of an exhibition or commercial fair where a company exhibits its products or services (NOTE: the US English for this is booth) (b) place where an aircraft waits for passengers to board.

Standby standby ticket = cheaper air ticket which allows the passenger to wait until the last moment to see if there is an empty seat on the plane; *standby fare* = cheaper fare for a standby ticket.

Starboard The right-hand side of a ship when facing the bow; also used of the right-hand side of an aircraft (NOTE: the opposite is port).

Starch. Usual form in which carbohydrates exist in food, especially in bread, rice and potatoes.

Statue. Figure of a person carved in stone or made of metal, etc.; the statue of King John is in the centre of the square.

Status. Position or condition; *status inquiry* = check on a customer's credit rating; *room status board* = board in a hotel, showing each room, with its number and floor, and indicating whether it is vacant or occupied, or will be occupied or become vacant during the day.

Statutory. Fixed by law; there is a statutory period of probation of thirteen weeks; *statutory holiday* = holiday which is fixed by law.

Strawberry. Common red summer soft fruit of the *Fragaria* species, used as a dessert fruit, and also preserved as jam

Stream. (a) small flow of water; small river; mountain stream = little river in the mountains (b) continuous flow of things; crossing the road is difficult because of the stream of traffic; streams of guests ran out of the brning hotel.

Statistical Methods in Tourism. Principal methods can be summarized as follows:

1. Household sample surveys, at the visitors' place of residence (before, but more usually, after the journey).
2. International frontier or part surveys, counting or sampling visitors on arrival or departure, this is the principal means of collecting Britain's official international travel records.
3. Traffic counts, sampling travellers en route, at termini or at traffic cordons.

4. Surveys in the destination (resort) areas during their stay.
5. Accommodation records the sampling at visitors' place to stay (hotels etc.)
6. Trade information. This can take many forms, most commonly sales analysis. It also includes informative data from in flight surveys on airlines, hotel occupancy data, and although not much used, travel agent and tour operator information.

Some of the trades, notably the airlines, produce very detailed and helpful traffic information e.g. International Air Transport Association (IATA) and Association of European Airlines. National associations and some independent consultants summarise international data regularly in a very helpful way. International bodies are in a position to carry out useful and practical studies. The World Tourist Organisation (WTO) regularly publishes a statistical digest of the official travel statistics of all the major countries. The Organisation for Economic Co-operation and Development (OECD) publishes annually an economic and statistical report on all aspects of tourism by the principal industrialised countries in the world which account for some eighty per cent of all world travel. This is one of the best sources of vital trend information in world travel. Recently the Commission of the European Communities (EC) carried out some research into tourism, and this may become a source of new and helpful records.

Statistics in Tourism. An understanding of statistics, their availability and limitations and skill in their analysis and interpretation is a prerequisite of effective marketing and key to successful product development. The basic unit of measurement is the *visit* and while it is desirable that this in itself should comply with the WTO definitions it is not always so. A country's official statistics may well not conform to the internationally accepted definitions. In one country

international visits may be determined from immigration controls (landing cards). In another they may be computed from hotel registrations, while in a third they may be based on bank transactions and currency exchanged. Each method has its limitations and it is even more difficult to measure the visitor expenditure. The best, though expensive, method of measuring visits, spend and a series of other data such as seasonality, regional spread, purpose of visit, country of residence etc is the sample survey.

Whatever the problems and limitations, official statistics can be put to practical use. Very often there are alternative sources which can be used to crosscheck the official sources. For example, the passengers carried by ferry companies and airlines from Scandinavia to Britain can be used as a check on the figures provided by the International Passenger survey carried out as a sample survey by Government statisticians; the US Department of Commerce reports on spending by residents of the US in foreign countries; the German Holiday Travel Analysis (Reiseanalyse) provides very sophisticated data on an annual basis. The US travel Data Center is an affiliate of the Travel Industry Association of America and is the national non-profit centre for travel and tourism research. Increasingly the Center is engaging in forecasting and interpreting trends affecting travel internationally.

Statistical data is needed on country for place of residence, country or region visited, purpose of visit, length of stay, basic socio-economic information (age, sex, occupation) and spend. The World Tourist Organisation (WTO) regularly publishes *World Travel and Tourism Statistics*, the Organisation for Economic Co-operation and Development (OECD), the Commission of the European Communities (EC), as well as National Tourist Offices publish statistical series. Interpretation of figures such as the British Tourist Authority's *Tourism Intelligence Quarterly* are also frequently issued. Some independent consultants summarise

international data is a very helpful way and increasingly there is a trend to integrate consultancy services to provide data on several countries or across a number of disciplines on a consortium basis. The Economist Intelligence Unit publishes monthly *Travel and Tourism Analyst* and invaluable source of business information and forecasts for all sectors of the industry.

Market research can be undertaken specifically to uncover data on a particular market or segment, attitudes, image or perception of a destination or product. Some National Tourist Offices carry out regular surveys of visitor satisfaction such as the British Tourist Authority's Overseas Visitor Survey.

State Tourism Development Corporation. At the State level, there are State Tourism Development Corporations run on the pattern of the India Tourism Development Corporation (ITDC). Most of them manage state owned hotels or guest houses, tourist transport and offer package tours, in their respective states. Many of these Corporations are currently running into losses.

Suggested Itinerary. A preliminary itinerary provided by tour operators for the travellers consideration. This generally shows routing and approximate times as well as recommended hotels and suggested sightseeing excursions, and spells out the conditions under which these services will be provided.

Sun, Sand and Surf. India has spectacular beaches and the proper resort accommodations to make them delightful places to rest, relax and catch some sun. One of the best beach resorts is the handsome Kovalam Ashok on the southern tip of India in Kerala. For those who like to combine seabathing with touring ancient Hindu temples, there is Mahabalipuram, one and a half hour's drive from Madras. Goa is well-known for the fine beaches along its 100-kilometer coastline; of particular interest is Calangute Beach across the Mandovi River from the capital city of

Panaji. Special Indian coaches offered at many of these resorts include Yoga training and massage with Ayurvedic medical oil to alleviate body ailments.

The Andaman and Nicobar Islands, far off the coast in the Bay of Bengal, are an exciting destination. There are several hundreds of these coral islands, the great majority of them are uninhabited. Opportunities for snorkelling and scuba diving and, of course, swimming in the tropical green waters are limitless. The capital of this Indian territory is Port Blair, only two hours by air from Madras and Calcutta. Now the virgin Lakshadweep Island, 300 to 400 kms from Cochin, are being developed for tourism.

Supplementary Accommodation. Various types of accommodation other than the conventional hotel type includes accomodation for travellers in youth hostels, motels, camping sites and guest houses, etc.

Sweden's Holiday Product. Later, in 1984, on behalf of the Swedish Hotel and Restaurant Association, research was carried out to ascertain how the Swedish hotel and restaurant product was perceived by foreign visitors to Sweden. The purpose of the analysis was to produce recommendations which, if acted upon, would enable the Swedish hotels and restaurants to increase demand for the Swedish holiday product and for the share of the accommodation market in Sweden. The research conducted was of a qualitative nature and was based upon:

1. Responses of Swedish hoteliers and foreign tour operators to a standard questionnaire; and
2. Results of detailed personal interviews conducted throughout Western Europe with members of the travel trade.
3. The results of the research showed the fundamentally the product i.e. Swedish hotels and restaurants, was up to the standard expected by foreign visitors but that the

marketing of Swedish hotels to the foreign travel trade was inadequate, particularly when compared with the marketing of overseas competitors, and also of Swedish self-catering accommodation.

The main recommendations were:

- Hotels should be promoted in isolation, but that hoteliers should join forces with tour operators, ferry companies, airlines and the tourist boards to promote Sweden, and even Scandinavia. Greater co-operation was needed between all sectors involved to present a united front to the purchaser of the Swedish tourism product.
- The marketing of hotels was fragmented and the resources needed to be pooled if it was to be more effective.
- A hotel classification system should be implemented to improve communication of standards and style between hotels, the travel trade and the end user.
- As far as the product was concerned. The restrictions on the service of alcohol, more perhaps than the high tax, were perceived to be a major problem.
- It was recommended that steps should be taken to counteract the expensive prevailing image of Sweden, and that hoteliers and restaurateurs needed to beware of over-pricing themselves in the holiday market.

It will be noted that the recommendations were mainly towards more effective marketing.

Switzerland Tourism Plan. A report on the future of Switzerland's foreign tourism was prepared in 1989/90. As an integral part of the report, the socio-economic and demographic patterns of Switzerland's main markets and potential main markets were to be examined. For example, demographic changes in what was then West Germany in particular were expected to benefit Switzerland which was

drawing nearly 50 cent of its foreign tourism arrivals from there mainly from older people.

Switzerland has had a long and established tourism industry. It currently ranked in eight place internationally in terms of tourism receipts though its share of tourism arrivals declined between 1982 and 1988.

The research revealed that a level of complacency was evident in the Swiss tourism industry. It had been so successful. For so long that hoteliers, and other involved in tourism. Had begun to rest on their laurels and failed to recognise new competitor countries and regions which were emerging with modern products, well packed and presented.

The interviewing of foreign wholesalers indicated a danger of product obsolescence; It also revealed an efficient. But sterile, image.

Interviewing within Switzerland revealed a lack of concern with marketing, particularly amongst hoteliers where a lack of marketing awareness was perceived. The report identified a number of areas for improvement, in particular:

- Offering *state of the art* (i.e. not obsolete or outmoded) products:
- Lengthening the season, particularly in the highly seasonal resorts. Conference business was cited as offering potential towards achieving this;
- Marketing effectively, particularly;
 - 1 Enhanced awareness, and perhaps even a change of culture', amongst hoteliers;
 2. Improved co-ordination generally;
 3. Use of the latest technology and techniques.
- Improving the image of the industry particularly in the context of human resources.

Switzerland also suffered from lack of co-ordination in its marketing between national Cantonal and city officials, and tourist offices, and also between these and the various parts of the operational sector airline, hoteliers, ground handlers, etc.

The report indicated that it was necessary to improve marketing awareness and techniques internationally were becoming much more sophisticated, and *state of the art* electronics in the form of the *mega* computer reservation systems such as Amadeus, Galileo and Sabre were anticipated to have a major impact on international marketing.

Switzerland displayed a pronounced pattern of tourist seasonality due to the different products it offers in winter and summer. This seasonality impacted on the various tourist regions since certain regions catered only for winter or summer tourism. The report recommended that the infrastructure currently in place for winter tourism and representing substantial investment be used to attract conference and incentive tourism in the low and shoulder season months. The use of snow machines to guarantee skiing throughout the winter was also recommended.

The report was published in November 1990. It remains to be seen how Swiss tourism will develop in the future.

SWOT Analysis. The French, in their Languedoc Rousillon development, started within a blank sheet of paper, an undeveloped coastal area with little or no existing infrastructure. More usually though there is an existing infrastructure and the options for development may be limited or dependent on securing changes in the infrastructure. A good honest analysis of the strengths and weaknesses, the opportunities and the threats or constraints. The analysis will almost certainly be based on the destination's strengths and weaknesses before undertaking further analysis into the particular development.

Table 1. Strengths and weaknesses analysis of London

<i>Strengths</i>	<i>Weaknesses</i>
Heritage appeals	
Entertainments, including theatre and the performing arts	Tickets tours Lack of nightlife
Tradition and pageantry Royalty	
Museums and galleries	Closed at certain times, e.g. Sunday mornings or Mondays
International airports Airport delays (Heathrow, Gatwick,)	
Shopping	Litter restricted Sunday trading
Wide spectrum of accommodation	Perceived high cost, lack of budget accommodation
Wide spectrum of cuisine	Poor perception of food
Varied attractions	Shortage of coach parking Many closed Sunday mornings
Business centre	Lack of national exhibition centre
English main language of communication	
Private hospitals and clinics	Perceived high costs
High quality British goods/design	Perceived high costs
Good spread of markets	Marketing spend by

BTA being spread too thinly.

The developer as well as the marketer must be scrupulously objective in undertaking this analysis. The charting of resources is the beginning of the work on strategy and it should embrace perceptions as in the example above. Similarly new legislation can bring about changes such as Sunday trading in the example. Some attempt should be made at forecasting when Sunday trading legislation might be enacted. There are clues, usually in a political party's manifesto or the announced Government programme. The characteristics of the destination have a substantial influence on the marketing programmes and so on product development. The product in turn is the foundation of the marketing programme affecting communications strategy, choice of markets, positioning and so on. Product analysis is also the key to segmentation.

Swede. Common vegetable with a round root and yellow flesh, used mainly in soups and stews.

Sweltering. Very hot.

Swiss roll. Cake made by rolling a thin sheet of sponge cake covered with jam.

Swizzlestick. Small stick put into a glass of fizzy drink to make it less fizzy.

Syllabub. Sweet food made of cream whipped with wine.

Synergy. Producing greater effects by joining forces than by acting separately.

Syrup. (a) thick sweet liquid; fruit syrup; *rasberry syrup* (b) (golden) *syrup* = thick golden juice from sugar (used to make treacle tart, etc.); compare MOLASSES, TREACLE.

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Taj Group. In 1902, no one could fathom why Jamshedji Nusserwanji Tata was determined to build a hotel. Sceptics doubted the wisdom of his move. But Mr. Tata was not just a premier philanthropist, he was also a pioneering industrialist and a visionary. A year later, on Bombay's seafront, the House of Tatas inaugurated the Taj Mahal Hotel.

It was not long before the Taj Bombay came to be one of the truly great hotels in the world, offering its guests the finest in epitome of grace and luxury, it was not until the 60s that the Indian Hotels Company Limited began to expand its chain.

Today, the Taj Group of Hotels has won international acclaim as being one of the finest hotel chains in India and also overseas.

This company which started expanding in the 1970s has become the fastest growing hotel chain in India. In two decades, it has increased its operations from one hotel in 1970 to 28 hotels in 1991 (within India) and 15 hotels worldwide. It has increased its room outside India.

Its hotels are architecturally impressive and offer the best of both worlds-the oriental and the accidental. And that is more by design than accident. Each of the Taj properties are centrally situated so as to be within easy reach of

commercial and entertainment areas of the city.

The hotels are beautifully designed and tastefully appointed with an eye for detail and comfort. Guest needs are carefully thought out-colour, TV, telephone, piped music, attached bathrooms, 24-hours service, laundry service. There are always the added little extra touches to make a guest feel welcome, like fresh fruits and flowers and personal stationery.

For business travellers, the Taj Hotels offer brisk business services along with convention and banqueting facilities.

Among the other amenities are its high profile restaurants featuring the finest international and Indian cuisines, high-spirited bars, health clubs, swimming pools, travel service counters, and recreational facilities in most of its hotels.

The Taj Group has targeted its hotels for the discerning tourist as well as for the exacting corporate executive in pursuit of leisure, pleasure and business- like efficiency.

Tariffs. The published fares, rates, charges and or related conditions of carriage of a carrier.

T-bar. Type of ski-lift where two skiers hold onto a T-shaped bar (one on each side) to be pulled up a slope.

Tachograph. Device in a truck, which shows details of distance travelled and time of journeys.

Tefelwein. German ordinary wine or table wine; compare VIN DE TABLE.

Tag. Label, marked with a price, a name, a reference numbers, etc.; price tag; name tag.

Tageskarte German. (meaning 'menu of the day') list of special dishes prepared for the day and hot listed in the printed menu; compare CARTE DU JOUR.

Tang. (a) sharp taste or smell (b) piece of flat metal which forms the centre of the handle of a knife.

Tangerine. Type of small orange with soft skin which peels easily.

Tank. Large (metal) container for liquids; *petrol tank* = container built into a car, for holding petrol; *water tank* = tank for holding water.

Tapes Spanish. (meaning 'lids') small plates of snacks (fried squid, olives, cheese) served with beer or wine; *tapas bar* = bar where the speciality is serving tapas.

Tarmac. Hard surface for roads, airport runways, etc., made of tarr and small stones.

Tarragon. *Artemisia dracunculus*, a herb used in cooking (often used with chicken); *tarragon vinegar* -vinegar flavoured with tarragon, made by putting leaves of the plant in vinegar for a few weeks.

Tartare. Sauce tartare or tartare sauce = sauce made of mayonnaise and chopped pickles, served with fish; steak tartare = dish of raw minced steak, served mixed with raw eggs, raw onion and herbs.

TCA. Abbreviation of Travel Corporation of India. It was formed by the mergen of three travelling agencies such as Jeena and Co, Lee and Muirhead (India) Pvt. Ltd. and N. Jamnadas and Co.

TCl's services range from international and domestic ticketing to travel documentation and hotel reservations.

TCl has achieved international recognition and is a member of almost all major international travel trade associations. It represents more than 1,000 international tour operators.

In promoting inbounds business, TCl has been very innovative. For instance, they were one of the first agencies to introduce special interest tours. A fantastic variety of

special interest tours is offered.

Another area of their specialisation is incentive travel to India. TCI designs their programmes in India with great care and imagination adding touches like the flowers and sandalwood welcome, elephant and camel rides, mock Indian weddings, folk and classical dances, palmistry, magic shows, juggling and other folk entertainment. Lavish banquets and theme parties are organised in chandelier lit ballrooms of Maharajas' palaces and royal gardens.

International conferences are also in area where TCI has done a good job. They have set up a special conference management cell to undertake the handling of international and national conferences with precision.

TCI handles ground arrangements for many luxury liners calling on Indian ports, looking after their tour and travel arrangements while these ships berth in Bombay, Madras or Cochin ports.

Discovering new areas for tourism has been a tradition with TCI. They were the first agency to discover the potential of Andaman and Lakshadweep islands. TCI built the Andaman Beach Resort.

Ladakh was yet another area which TCI promoted and brought it on the international tourist map.

TCI is a major promotor of overseas holidays tailored for Indians and the largest outbound tour operator of the country.

Destinations include Europe and UK, USA, South East Asia, East Africa, Maldives, the Maldives, Nepal, Turkey, Greece, Egypt, Dubai and Australia. Every year more than 5,000 Indians make use of their services for overseas holidays.

TCI is also active in domestic tourism, though it is not their strongest area.

Specially designed for the India holiday market, TCI's "24

Carat India Holidays" are flexible and economical packages to popular holiday destinations like Goa, Shimla, Kulumanali, Darjeeling, Bangalore, Mysore, Ooty, Kodaikanal, Cochin, Trivandrum, Periyar, Andaman and Lakshadweep Islands, Mahabalipuram and Delhi-Agra-Jaipur.

It was the first Indian travel agency to open offices overseas. It responded to the needs of the market and wherever it found potential, it opened an office.

TCI is also one of the first to introduce automation in its operations.

Technology in Tourism. Computer Reservation Systems (CRS), video, fax, personal computers the effects of the new technology moves us inexorably towards the instant customised holiday. Only those destinations and services which have the technology will benefit from the increasing trend to shorter gestation between planning and decision. There will be a much shorter gestation between planning and decision. There will be a much shorter lead time and those with the technology will not only gain in this way but will be able to reduce costs. Tomorrow's traveller will be a child of the information technology age.

Making it easy to buy is a most important but much neglected marketing requirement. Large travel segments are poorly served or not served at all by the travel trade. There is a vast potential need for technological and service improvement.

Temperance. Not drinking alcohol; temperance hotel = hotel which does not serve alcohol.

Temperate. (climate) which is neither very hot nor very cold.

TexMex. TEXAN AND MEXICAN style of American cooking, based on steaks, barbecued meat and Mexican dishes such as chilli, tortillas, etc.

Textured vegetable protein (TVP). Substance made from

processed soya beans or other vegetables, used as a substitute for meat.

Thailand Tourism Plan. Shortly afterwards, in 1981/82, an assignment was carried out for the Tourism authority of Thailand which had recognised the need for a thorough assessment of its overseas marketing in its main, and potentially main demand generation areas. Who was actually *selling* the visit airline, wholesaler, retailer? Was it different in different countries? How effective was the selling? Could the selling arrangements, or the official support for them, be improved? Had the cultural aspects of selling been observed?

With the brief the following was then examined:

- The perception of the tourist product in various European countries which made up the main potential demand generating areas;
- Difficulties which arose from any image problem and misunderstanding of the product because of this: in effect the capital city had an image as a sex tour destination which was having an adverse affect on the family market in some European countries.

We discovered that although the capital and its surrounding area offers an adequate and indeed outstanding product which includes the charms of a city with cultural and historical attractions together with excellent shopping, art and communications combined with nearby resort areas both coastal, island and mountain. Nevertheless it was inadequately packaged and presented to the market.

The national tourist authorities completely misunderstood western marketing, and that which is inherent in it including the costs generally and particularly the cost of advertising. As an example, the total annual allocation for advertising in Germany would have purchased only one minute of advertising on German television at peak time.

Because of a shortage of promotional material, tourist leaflets promoting Thailand in Finance were written and circulated in English.

Thailand offers a similar product to Bali and soon after our study experienced a similar geographical pattern of demand to that which we had forecast earlier for Bali.

But the sex industry has begun to become a problem for Thailand by creating a poor image of the country abroad, and so deterring family holidays from some, potentially important generating countries.

Thomas Cook. The travel agency business is not very old. The first travel agency was set up by Thomas Cook in the year 1845 as he discovered accidentally that packaging of travel services could be a profitable business. He also introduced travellers' cheques and hotel vouchers, eliminating the need of cash in travel. Today, there are over 55,000 travel agencies appointed by IATA and perhaps the same number which do not have the official approval. In India, there are only 400 IATA-appointed travel agencies, but several of them have more than one office.

Time-sharing. Time-sharing is a specialized form of condominium ownership.

It began in Europe at about the same time as the first condominium hotel was built, but the two were not linked in early days.

Time-sharing began when people found it difficult to make reservations from year to year to obtain space in a popular hotel in summer. In order to be guaranteed space, guests began pre-paying for rooms for a specified number of years ahead to ensure they would obtain the space they preferred. Different organisations that run such hotels follow different norms in allotting space to the people who have bought time in such hotels. The system works smoothly. Instead of paying 150,000 US dollars for owning an apartment, say in

Miami, the time-sharer pays, say US \$5,000 for lease of the apartment for one week every year for 25 years or any other specified period in the agreement. The time can also be passed on or sold to friends if not used by the owner.

In India, too, time-sharing has been pioneered by a few enterprising entrepreneurs Dalmia Resorts, for instance but it has not been a spectacular success as yet.

Tour Conductor. A professional employee of a tour operator who accompanies a group of tour. Not to be compared with Guide.

Tourism. Professor Medlik of the University of Surrey put forward the following definition the phenomenon arising from temporary visits (or staying away from home) outside for normal place of residence for any reason other than following an occupation remunerated from within the place visited. This fits well with the official international definitions and is suitable for international and national studies.

In 1968 the Statistical Commission of the United Nations approved the following:

For statistical purposes the term 'visitor' described any person visiting a country other than that in which he has his usual place of residence for any reason other than following on occupation remunerated from within the country visited.

The International Union of Official Tourist Organisations (IUOTO), later to become the World Tourist Organisation (WTO) supported this description, but recommended that the term 'visitor' should be divided into two categories, 'tourists' to include visitors making at least one overnight stay, and 'excursionists' or in other words, day visitors.

Tourist, i.e. temporary visitor staying at least twenty-four hours in the country visited, the purpose of whose journey can be classified under one of the following headings:

1. Leisure (recreation, holiday, health, study, religion, and sport)
2. Business, family, mission, meeting.

Excursionist, i.e. temporary visitor staying less than twenty-four hours in the country visited (including travellers on cruise). The statistics should not include travellers, who in the legal sense do not enter the country (air travellers who do not leave an airport's transit area and similar cases).

These definitions were intended for use in measuring international travel and fitted into the police, immigration and frontier control systems. But they are basically economic and also work well for domestic travel, at least in theory. Their key feature is the expenditure by the visitor at the destination. Which represents an injection of revenue (income) from outside the territory i.e. region. Town or resort. Thus the essential concept of tourism is economic. It can best be seen, studied and worked at as a market, as an economic entity which gives the activity its identity.

Tourism An Invisible Export. There are some countries in the World which earn more foreign exchange from international tourism than any other major export. India is one such country; tourism earns more foreign money for India than many other exports, i.e., tea, coffee, garments, engineering goods, jewellery, etc. (Rs. 3,300 crore in 1991: Source Department of Tourism, New Delhi). Gems and jewellery may be earning foreign exchange, but to earn that amount, we have to import gems and diamonds from other countries for which again foreign exchange has to be spent.

We do not have to import much for our tourism industry in India only some items like liquor or food which foreign visitors prefer. Another good thing about tourism as an export is that we do not really send to other countries any of our tangible products. That is why tourism is called an invisible export. A

foreign tourist pays for the services people provide in India. There is no major investment involved. God and our ancestors have given us this beautiful country to live in and its great monuments like Ajanta, Ellora and the Taj Mahal, the Himalayas or the three seas around our coast. These are the attractions which people want to see. Experts often call them the 'Tourist Resources' or 'Tourism assets' of the country.

Tourism and Development. Historically, tourism has been, and largely remains a by-product of development and relatively affluent societies. In 1990, approximately 80 per cent of international tourist arrivals were in the developed regions of Western Europe and North America; this percentage has only marginally diminished over the past 40 years. Although predominantly an activity of developed countries, more tourists from these countries are now travelling to developing countries and within the developing countries there are some significant movements of outward-bound tourists. The newly industrialised countries of Hong-Kong, Taiwan and South Korea are increasingly contributing to international tourist arrival figures, and above all other examples, Japan has become an important generator of international tourists over the last decade. In these Asian countries, as economic development has improved, it has released more discretionary income to purchase foreign travel and holidays amongst other consumption possibilities. This increasing level of discretionary income is generating a class of leisure travellers in addition to the existing, and important, business Travel market.

It is the dramatic impact of tourism in the developed world which has improved, and often provided the necessary example, for developing countries to follow. With tourism now a major international economic activity, and with the World Tourism Organisation (WTO) expecting it to become the major activity by the year 2,000, tourism obviously has advantages as a contributor to economic development which

other activities might not have. What is important is the concept of comparative advantage: does the concentration of investment and resources into tourism generate more net economic benefit than if similar amounts of resources had been invested elsewhere, e.g. in agriculture or industry? The evaluation is, of course, complex and is outside the scope of this chapter. However, the issue is important because resources are scarce and need to be allocated amongst competing demands. Tourism has no prior claim for advantageous treatment, but should be regarded as one sector of an economy competing for available resources with others. Despite this caution, tourism has, particularly in developing countries, received substantial and continuing support from governments. Why should this have happened?

There are perhaps 7 main reasons why governments have supported tourism as part of their development strategies:

(i) Historically, international tourism is a growth sector in the world economy. In the period 1979-1988, the comparatively good performance of international tourism arrivals and receipts compared to export performance generally.

Over a longer period Table 7.1 shows the trends relating to international arrivals and receipts.

As a contributor to earnings from trade in services, Table 3 shows the strong impact the international travel receipts had had, particularly in some of the developing regions of the world.

Table 1. Average annual rate of increase of international tourist arrivals worldwide and by region 1979-1988.

World-Regions	Average annual rate of increase		
	Arrivals	Receipts	Exports
World	4.0	9.8	6.2

Africa	7.9	11.6	2.2
Americas	3.8	8.7	5.7
East Asia and The Pacific	11.1	16.7	10.1
Europe	3.0	9.1	6.7
Middle East	6.4	9.9	-5.4
South Asia	3.4	11.0	11.8

1. Asia and Oceania

2. Including South-East Asia

Source : WTO Current Travel and Tourism Indicators, Madrid, August 1989.

Table 2. Annual increase of arrivals of tourists from abroad, 1950-88

Years	Arrivals (thousands)	Average annual increase/change over previous year (%)
1950-1960	25,282-69,296	10.6
1960-1970	69,296-159,690	8.7
1970-1980	159,690-284,841	5.6
1981	288,849	1.4
1982	286,730	-0.7
1983	284,433	-0.8
1984	311,167	9.4
1985	323,725	7.4
1986	332,924	2.2
1987	358,659	7.7
1988 (re)	389,004	8.5

Source: World Tourism Organisations (WTO)

Current Travel and Tourism Indicators, op. cit. Section 5, Table 1. p. 279

**Table 3 International travel receipts and trade in services
1980 and 1987**

Regions	Percentage share of travel receipts in service trade	
	1980	1982
World	14.96	18.24
Developed market economy countries	13.29	16.07
Developing countries and territories	24.44	31.81
Socialist countries : Eastern Europe	23.13	24.22
socialist countries : Asia	14.71	37.45
Developed market economy countries:		
Northern America ^{1/}	9.59	10.09
Northern America	15.22	19.51
Europe	13.71	18.29
EEC	13.71	18.29
EFTA	24.58	25.16
Other Europe ^{2/}	23.57	38.78
South Africa	17.53	21.53
Asia ^{3/}	4.36	5.97
Oceania ^{4/}	20.06	34.44
Developing countries and territories:		
America	32.50	35.27
LAIA	38.48	35.54
Andean Group	16.41	24.02

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CACM	35.90	32.79
CARICOM	47.91	82.28
Other America	9.65	14.58
Africa	26.96	40.22
North Africa	9.87	7.56
UDEAC	9.87	7.56
ECOWAS	8.02	19.99
CEPGL	13.59	8.68
Other Africa	16.45	30.59
	18.98	29.36
Asia	13.26	20.00
West Asia	21.57	33.81
South and South East Asia	21.57	33.81
ASEAN	22.71	31.23
Bangkok Agreement	16.52	29.02
Other South and South East Asia	27.81	50.14
Oceania	28.44	20.91
Europe^{5/}	49.70	70.03
Socialists countries:		
Eastern Europe	23.13	24.22
Asia ^{6/}	14.71	37.45
<hr/>		
ACP	23.03	42.44
<hr/>		

Source: WTO and IMF (publications). Countries are presented on the basis of the UNCTAD grouping.

Notes: 1/ Canada and United States 2/ Yugoslavia
 3/ Israeel and Japan 4/ Australia and Newzealand
 5/ Malta 6/ China

W.T.O. : Tourism Development Report, 1 st Edition, 1988.

Table 3. (Contd.)

Abbreviations

Developed market economy countries:

EEC **European Economic Community:** Belgium-luxembourg, Denmark, France, Germany (Federal Republic of), Greece, Ireland, Italy, Netherlands, Portugal Spain, United Kingdom.

EFTA **European Free Trade Association:** Austria, Finland, Iceland, Norway, Sweden, Switzerland.

Other Europe: Faeroe Islands, Gibraltar, Liechtenstein, Monaco, Yugoslavia.

Developing countries and territories

America

LAIA **Latin America Integration Association:** Argentina, Brazil, Chile, Mexico, Paraguay, Uruguay.

Andean Group Bolivia, Colombia, Ecuador, Peru, Venezuela.

CACM **Central American Common Market:** Costa Rica, El Salvador, Guatemals, Honduras, Nicargua.

CARICOM **Caribbean Community:** Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Christopher and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trindad and Tobago.

Other Americas: Bermuda, Cuba, Dominican Republic, Falkland Islands (Malvinas), French Guiana, Greenland, Guadeloupe, Haiti, Martinique, Netherlands Antilles, Panama, Suriname U.S. Virgin Islands.

Africa

	North Africa: Algeria, Egypt, Libyan Arab Jamahiriya, Morocco, Sudan, Tunisia.
UDEAC	Customs and Economic Union of Central Africa: Cameroon, Central African Republic, Chad, Congo, Equatorial Ginea, Gabon.
ECOWAS	Economic Community of West African States: Benin, Burkina, Faso, Cape Verde, Cote d Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, malt, Mauritania, Niger Nigeria, Senegal, Sierra Leone, Togo.
CEPGL	Economic Community of the Great Lakes Countries: Burundi, Rwanda, Zaire: Other Africa: Angola, Botswana, Comoros, Djibouti, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Maritius, Mozambique, Reunion, Sao Tome and Principe, Seychelles, Somalia, Swaziland, Uganda, United Republic of Tanzania, Zambia, Zimbabwe.

In 1988 receipts from international tourism accounted for approximately 7 per cent of world trade in goods and services. Tourism now ranks with oil and motor vehicles as one, of the 3 main components of world trade. However, caution should always be used in interpreting international tourism statistics. Variation in collection methods, processing of data and use of definitions are a continuing problem. Most observers of international tourism would perhaps advocate that if anything, under-estimates of visitor arrivals and expenditure are made. For example, the above tables exclude earnings from international fare payments.

(ii) Tourism is a major generator of hard currency earnings. The reason is that most tourists come from the developed countries of the world which invariably have *hard* that is, readily convertible currencies. Table 4 lists the world's top spenders on international tourism in 1988.

For developing countries, earnings, of hard currency is particularly important as it is earnings which permit the countries to buy the international goods and services which

are needed to facilitate economic development. In most developing countries it is the acute scarcity of foreign exchange which frustrates the development effort. It is important to note that in countries such as India and Thailand, tourism is now the main source of foreign exchange earnings. In some respects, earnings from usually surround international range in goods and commodities.

Table 4. World's top spenders on international tourism in 1988

Country	International Tourism (Million US\$) 1988	Expenditure Rank 1988
Germany (FR)	24 938	1
United States	23 092	2
Japan	18 682	3
United Kingdom	14 555	4
France	9 677	5
Netherlands	6 717	6
Canada	6 316	7
Italy	6 053	8
Switzerland	5 019	9
Austria	4 829	10
Sweden	4 570	11
Norway	3 405	12
Belgium	3 386	13
Mexico	3 205	14
Denmark	3 087	15
Australia	2 943	16
Spain	2 440	17

Tourism and Development		367
Kuwait	2 358	18
Finland	1 651	19
Malaysia	1 324	20
Brazil	1 249(1)	21
Korea (Republic of)	1 754	22
Israel	1 130	23
New Zealand	1 078	24

Note: Countries with International tourism expenditures of US\$ 1 billion or more in 1988-1987.

Source: WTO: Current Tourism and Trade Indicators, op. cit, Table 5, p. 275

(iii) Most individual countries and trade groups, e.g. European Economic Community (EEC), will seek to protect their domestic trade interests by imposing limitations on the amounts of certain imports allowed into the country in a period of time (quotas) or will impose variable levels of duty on imports (tariffs). Although these are limitations on world trade generally, they can provide specific obstacles for developing countries which have a narrow range of export opportunities. The ability of developing countries to increase economic growth through export-led initiatives will be artificially constrained. The competitive advantage for tourism as an export, is that the tourist travels to the destination and consumes the *Holiday product* in situ providing opportunities for adding value to the services provided in the destination country.

A further factor is that governments in developed countries are now unlikely for political and social reasons to impose limitations on citizens, rights to travel overseas, to where they wish to travel, and on how much they wish to spend. As such, these factors constitute an export opportunity free of the usual trade limitations. This does not lessen the

international competition for tourists and tourists' expenditure, but it does remove regulatory barriers to entry to the market place.

(iv) As noted above, as international tourists travel to the destination country, opportunities are created in these countries to use tourism as a catalyst for development. Tourism is an amalgamation of goods and services which constitute the holiday experience. The creation of employment and income will induce a multiplier effect which can enhance these benefits to the country.

It should be mentioned that the impacts of tourism are important to both developed and developing countries.

In the United Kingdom tourism is the third main earner of foreign exchange, is estimated to provide over 2.5 million jobs, and is of particular regional significance in areas such as Scotland, Wales, Devon and Cornwall, etc. In many European countries such as France, Italy, Switzerland and Greece it is also a very important activity.

For the developing countries, in addition to hard currency earnings, tourism creates a need for services. Most developing countries have high rates of population growth, high levels of unemployment and under-employment, and a desperate need to find jobs for a growing labour force. Tourism is often seen as a labour intensive activity which provides more employment opportunities per unit of investment than other sectors of the economy. The arguments relating to the relative labour-intensity of tourism compared to other activities are often difficult to quantify. However, there is little doubt that in these countries tourism often provides a rapid means of employing low-skilled people. Again the benefits of this type of employment consideration must be given to longer-term development objectives and social as well as economic considerations.

Despite these problems many developed and

under-developed countries see advantages in encouraging the growth of tourism to create employment opportunities often for low-skilled workers, and to generate linkage effects through the demand for associated services.

(v) One of the factors which can increase the labour intensity of tourism, particularly in developing countries is the ability to develop tourism in such a way as to take advantage of resource substitution possibilities.

In these countries where labour is not scarce and is therefore usually cheap, labour is substituted for capital. Some examples will demonstrate the point. In many developed countries hotels provide guests with tea-making facilities in their rooms, and may offer minimal portering services; shoe-cleaning facilities if offered, are usually provided by a machine, entrance doors are usually triggered as guests approach by underfoot mechanisms. In these examples, labour which is expensive, is substituted by capital investment. In developing countries where labour is plentiful and cheap. People provide room service, portering, and door attendance; the need for capital investment is avoided and more jobs are created.

There are limits to substitution possibilities. But opportunities are available to meet specific country needs. One of the attractions of tourism as a service which is not usually available in developed countries, except in the highest quality hotels.

(vi) Tourism makes use of natural infrastructure. Much of the tourism attraction of a country may focus on its climate, environment and scenery. In this way, economic value can be derived from resources which might have limited or no alternative use. If tourists are prepared to pay to use beaches. To visit national scenery, or to trek or climb mountains, then an economic value is being obtained from otherwise limited resources. An example is the income received by the Government of Pakistan from climbers who

pay to climb certain mountains. Diving off the islands of Mauritius, Seycheles and in Micronesia are all examples of tourists generating income-and-employment from using these naturally available facilities. These examples have not included the historical and cultural resources which present generations have inherited from the past, e.g. temples, cathedrals, which tourists also visit.

(vii) For many countries. Tourism is viewed as a long-term development objective. As noted in Table 2 there is good empirical data to encourage the view that tourism appears to be resistant to major fluctuations in the world economy. Dislocating events tend to be regionalised, e.g. reduction in tourist arrivals in Europe in 1986 from the United States as a consequence of the Libya-United States dispute. The present crisis in the Gulf region will have a depressing impact on international tourist arrivals to that region and on neighbouring countries, e.g. Turkey, Egypt. Despite these problems, the main factors underlying the demand for international travel are strengthening.

First, in the main generating countries disposable incomes are increasing and more is being spent on international travel. Second, international travel, particularly by air, is becoming relatively cheaper. Third, more people view holidays as a normal expectation in their life-styles and evidence exists to support the view that holiday expenditure is protected above other consumer expenditure. Fourth, barriers to international travel are being reduced, with many governments and inter-government organisations making efforts to facilitate this movement.

The above reasons combine to provide a powerful argument for tourism being seen as a major force in the economic development spectrum. In particular, it has considerable advantages for developing countries and this was recognised as long ago as 1972 by Robert Erbes in his comment Everything seems to suggest that developing countries look

upon tourism consumption as manna from heaven that can provide a solution to all their foreign settlement difficulties. In reality, tourism is neither a panacea or plague for development. It has to be carefully evaluated as a development option both domestically and internationally. Some of the main problems associated with tourism can be summarized follows:

- (i) Despite the strong growth record of international tourism, growth trends are not applicable to every country or region. Acts of terrorism or even natural disasters can ruin a tourism season. Proximity to an incidence is sufficient to cause dislocation. This problem is intensified when investment in tourism facilities cannot be utilised for other purposes, at least in the short term. For example, the political upheaval and violence which accompanied the last Jamaican election was sufficient to cause very bad publicity and a major decline in visitor arrivals. Fortunately, there is also evidence to suggest that tourists can be reassured about their safety and the industry can endure despite successive and sometimes continuous difficulties, e.g. Israel, South Africa, Northern Ireland.
- (ii) Although the tourist industry is an earner of hard currency, much of this can *leak* out of the economy, particularly in the developing countries. The need to attract foreign investment and consequent debt repayment can impose serious long-term problems for countries which are injudicious borrowers. Unless strong policies are adopted much of the benefits of investment in tourism will be not be received in the country but accrue to foreign interests.
- (iii) Tourism can be used as a development tool, and the opportunities to use its labour intensity is advantageous to many countries. The associated problem is to develop, educate and train the workforce to assume

senior management position in the future. Many countries have failed to do this and blame the nature of tourism for this situation. As one Caribbean prime-minister once said "tourism is turning our people into nation of barkeepers and waiters". There are truth in the statement. What was left unsaid was the failure of the government to develop policies to ensure that a stream of well qualified people was available to train for these senior positions.

- (iv) Much of the infrastructure in tourism is highly specific. Although roads, water and sewerage systems can be used by non-tourists, if tourists stay away for whatever reason, much of the foreign exchange earnings potential of the investment is frustrated, although debt servicing must continue.
- (v) Tourism is a very competitive activity with few countries having unique attractions. The possibility of destination-substitution is available to tour operators and tourists. In the long-haul market where the air fare is a major component of destination price, a country might become less price competitive not because of any rise in domestic price levels. But perhaps because of aviation fuel price rises. The 1991 crisis in The Gulf region has had this impact already, and it may yet get worse.

Tourism is an activity which can provide many benefits to a country. Each country, or destination within a country, has to undertake its own analysis of its policy formulation and related development planning. Although such analyses will be specific to countries, it may be possible to specify 3 models of general tourism development:

- (i) The first model relates to the developed countries where industry and industrialisation is the main focus for development with tourism providing secondary economic activity, e.g. United States, United Kingdom.

West Germany. Although tourism is seen as a secondary activity, it may be in fact main activity within certain areas, e.g. Florida, Scotland, and also be supported by a high level of domestic tourism.

- (ii) The second model is where countries also rely on industry and agriculture to provide the main thrust for development but view tourism as an important contributor, particularly of foreign exchange, to the development effort. Countries such as Yugoslavia, India, Thailand, Kenya and China would be included in this group.
- (iii) The third model includes these countries where tourism dominates the economy, it is the main economic activity and the principal provider of government finance. Included in this group would be the Caribbean island nations, e.g. The Bahamas, Barbados, Pacific countries such as Fiji, Samoa, and India, Ocean countries such as The Seychelles and The Maldives. This group of countries is characterised by small nation-states with very limited resources for development.

Each model includes a broad set of circumstances which are relevant to a country's level and stage of development. There will obviously be considerable variations between each country, but in all 3 models tourism is seen as having an input, and often a major input, to the development process. Although historically this input has been identified mainly in economic terms, in the next chapter it is argued that tourism's contribution to development should be regarded comprehensively, and not in relation to singular economic, social and environmental impacts.

Tourism as a Big Business. The principle, conceived and articulated at the first United Nations' Conference on Tourism in 1963, that Tourism is a basic and most desirable human activity, deserving the praise and encouragement of all peoples and all governments' seems to have been embraced

mightily. International tourist arrivals have increased from 81 million in 1962 to 404 million in 1989. For many countries tourist is the single most important activity in its economy.

Sixty years ago the majority of people, even in developed countries, took short trips the-Londoner to Margate or Southend, the Glaswegian 'doon the water' to one of the Clyde resorts. When travel became easier horizons became extended and journeys were further afield. Jumbo jets in the 70s made international travel easier and indeed cheaper. Transatlantic fares are less than half the real price of twenty-five years ago when real incomes were much lower.

Sir Patel Parker, giving the Golden Jubilee Lecture on the Come to Britain movement in 1979, said:

The growth decade had started, 1970 was a turning point for coming to Britain...improved mobility which was above all symbolised by the advent of the wide bodied jet. Three to four times the number of people started to arrive without any increase in the number of aircraft movements. It took forty years to reach the five million total of 1969 overseas visitors. It took ten years to more than double that figure to reach the twelve million welcome invaders estimated for 1979.

In 1990 the figure achieved was about eighteen million.

Tourism growth has come from the developed world where disposable incomes and leisure time have increased with affluence. Some ninety per cent of world travel is accounted for by the residents of OECD member states. Travel has become an expectation of the masses in the industrialised world and we are beginning to see this extending to many undeveloped countries.

With affluence came increased car ownership, which in turn made the population more mobile. In the United Kingdom car ownership increased from 5.5 million in 1960 to around 23 million in 1990. In Europe today the car is the most frequently

used method of transport for holidaymakers. Car ownership continues to increase year by year. The total cars registered in Europe reached approximately 150 million by 1985. In that year the EC survey *Europeans and their Holidays* recorded over 70 per cent of all holidays as taken in private cars, and even holidays in European countries outside country of residence depend on private cars for transport in over 50 per cent of the total. Increased ownership of television and more recently video has again widened horizons and given people a taste for travel, a wish to see new countries and peoples.

This massive increase in travel has been accompanied by substantial investment in the tourism plant in receiving countries. In the 1960s there was an explosive growth in Mediterranean and Adriatic resorts, alas at the expense of the Northern Europeans' cold water resorts. England has gained more than 400 new attractions over the past five years and some, like the Jorvik Centre in York, the Guinness World of Records and Tower Bridge in London, Wigan Pier and Blackpool's Sandcastle in North West England, are already topping half a million visits each year. Florida and Queensland have seen massive developments in infrastructure, accommodation and attractions. Singapore's hotel stock has burgeoned. Mexico has several new resorts as has Thailand and Turkey. More and more developers are moving into the tourism and leisure sector.

Fashion plays an important part in travel and changes in lifestyle have affected the choice of destination and the requirements at the destination. People in developed countries are marrying and having families later. They are living together and these dual income households have the will and the wherewithal to travel. People are retiring earlier and living longer. They have the ability and the desire to travel and they are growing as a proportion of the total population. At the same time social legislation, especially in Europe, has increased the leisure time available; longer

holidays and five-day weeks have become the norm. As developed countries moved out of their industrial, manufacturing periods into a post-industrial service era there was no longer a need to close down the factory or the workplace. Holidays could be staggered: short breaks became possible. The traditional patterns of holiday taking were changing.

In Britain some resorts lost their way and the will to develop. Some like Brighton and Bournemouth, changed direction and, having segmented their markets, went additionally for conference business and English language students. Thousands of small hotels and boarding houses became retirement homes. The boom in cheap holidays at Mediterranean resorts threatened the future of British seaside resorts but they are increasingly adapting to the new demands for shorter holidays, for off-peak holidays. Blackpool now claims to offer more nightlife than anywhere in the country outside London. Brighton has invested in a marina, a conference centre, and a number of new hotels. Bournemouth has a new conference centre as does Torbay. They seem ready for a renaissance.

Some of Britain's larger industrial cities, Glasgow, Manchester, Liverpool, and Birmingham for example, have forged ahead in developing a significant tourism industry responding to the changing patterns of demand. They mirror the developments in other cities such as Baltimore and Toronto. We have seen a shopping revolution and tourism playing an increasingly important role in the shopping and leisure equation. Shopping remains the biggest single sector of overseas visitor spend in Britain.

The high spenders are however the business travellers. In Britain they account for about a quarter of all international visits and embrace visits to trade fairs and exhibitions, conference delegates, study visits, incentive travel as well as independent business travel. The latter can sometimes be

extended into a leisure trip and sometimes the business traveller can be persuaded to bring his or her spouse.

According to Horwarth and Horwarth, business travellers account for over 55 per cent of worldwide demand for accommodation in four and five star hotels. In the USA business travellers account for almost 50 per cent of all airline trips. Business travel is growing faster than total travel.

There has also been a significant increase in special interest travel based on hobbies or activities. These span the age spectrum: senior citizens are as likely to take a walking holiday as the young traveller. The new lifestyle and behaviour patterns were beginning to manifest themselves in holidays. Activity holidays, cultural pursuits, packages based on theatre, have developed fast where value for money rather than cheapness is the important factor.

The Grand Tour of Europe was an accepted part of education for people of *quality* in 18th century Britain and Ireland. Indeed the history of mass tourism in Britain which did much to shape the early patterns of Europe's tourism industry; emphasised the educational and cultural values much more than the commercial gain.

Today's mass movement has resulted in commercial dominance and the eclipse of many voluntary bodies. Paradoxically, with the mega mass movements and the introduction of the words tourist and tourism in the English language at least the respect and the understanding of social and human qualities have diminished with perhaps an over concentration on the economic values alone.

Perhaps with the growth of special interest travel we are seeing a return to the social and human values of tourism, the educational and cultural values, where price is secondary to the buyer and commercial gain is a reasonable expectation of the provider. Lifestyles change relatively

quickly, even within the same generation. There is a powerful fashion in lifestyles rooted in the revolution in information technologies.

This together with changes in demographics, leisure time, and wealth are providing a large potential market for specialist activity in sports, hobbies, education, and culture. Much of this finds expression in travel, pursuing leisure activity away from the home environment, where the change of scene adds lustre to well practised pastimes.

Incentive travel has burgeoned. Companies use great expectations to motivate great achievers and the prize is exceptional quality in the form of travel and experience at the destination. The incentive trip is special, unique, memorable and increasingly seen as the highest form of award for achievement. This segment was recently surveyed by the European Travel Commission (ETC) and the report suggested the incentive travel is growing fastest of all with an estimated five million trips a year currently.

Educational travel has become substantial English language study for people of all ages as English increasingly becomes the international language of communication. English is the official or joint official language in more than 70 countries and states around the world, after which comes French in 34, Arabic in 22 and Spanish in 19. Britain attracts well over half a million visitors who come specifically to study English. Management courses, conferences and seminars are huge generators of visitor traffic.

Senior citizens have emerged as a powerful movements in both domestic and international travel.

There has been a significant increase in independent travel, away from the inclusive package in some countries, especially Northern Europe. There has been a larger number of holidays taken as leisure time and disposable income grows.

These new streams of traffic have been turned to advantage by the marketers who have helped turn a seasonal cottage industry catering largely for a domestic market into an international industry as substantial as any in the world.

All months except April, May, June, July, August and September have recorded annual increases of more than the average for overseas visitors arrivals. Upgraded accommodation and all-weather facilities have allowed the big operators to extend the season, filling gaps whenever and wherever they occur. In 1982 the European Travel Commission (ETC) and the European Tourism Action Group (ETAG) organised with the operators a three year experimental effort in Malta, Cyprus and Rhodes to promote the shoulder months. Cyprus recorded a 39 per cent increase over the three years.

Perhaps the single most important trend to emerge in recent years, which will undoubtedly continue to gather momentum, is the move away from volume in the quest for quality tourism. The British Government has recently moved towards a policy of quality tourism; Malta will now only allow hotel development if they are four or five star; Spain and Portugal have to some extent changed their marketing thrust in favour of quality tourism. Thailand, which attracts about six million visitors a year, is moving out of the numbers game and aiming, with increased funding for the Tourism Authority of Thailand (TAT), to trade up and improve the quality of holidays spent there. Overdevelopment of resorts will be curbed, marketing is no longer price led but selective and quality led. The operators are beginning to listen to the market and the days of the cheap package to the Mediterranean beaches is becoming a thing of the past. Travellers are becoming more sophisticated, adventurous and, above all, discerning.

The last thirty years can be seen from a distance as falling into two parts. The beginnings of the mass travel movement

in the 1960s accelerating with the advent of wide bodied jets in 1970 and the substantial growth only being halted in 1973 with major recession. Until then the market had developed in a fairly unsophisticated way and was highly seasonal. Then came a second set back in 1981 but tourism remained remarkably resilient and expansion followed the pause. It was in the early 1980s that new markets and new segments emerged, when seasonality was first challenged, quality and value for money were increasingly demanded. Specialist appeals growing in a widening range of leisure activity, coupled with rising prosperity and wealth in the industrialised countries benefiting from the revolution in technologies, and a great expansion in leisure time were the factors leading to the creation of a number of mini-mass markets, varying greatly in characteristics and behaviour. Change will accelerate, Marketers will need to identify change: producers and developers will need to respond to it. Standards have improved; competition has intensified; and the expectations of the traveller are much higher. One thing is certain though, by the 1980s the economic and social significance of tourism was established.

Tourism as Economically Viable. In the past or so we have seen tour operators dropping Spanish, Turkish and other European hotels from their programmers because standards are simply not high enough to meet the needs of today's increasingly sophisticated traveller. As people travel further afield they are exposed to standards of accommodation and levels of service in Asia and America which cause them to revise their expectations about standards in some of our European cities and resorts. As expectations increase the tourism providers need to improve and adapt to meet these expectations. Increasingly there is a demand for higher standards but above all value for money.

As we approach Single Europe customer expectations will continue to grow. The *Package Travel Directive* was adopted in June 1990 and should become law in all member states

by 31 December 1992. It is designed to provide consumer protection in those who have bought packaged holidays by ensuring that they get compensation when things go wrong by imposing precise liability on organisers. In future, tour operators and travel agents will have to accept legal responsibility for the services (accommodation, travel etc.) they offer. Exceptions will be made where there are unforeseen circumstances impossible to overcome but even then organisers must give all possible assistance to clients. Statements and claims made in the brochure will be binding on the operator or retailer and there are stringent conditions relative to price. It follows then that the operator will look to the provider to price and to deliver a product of the highest possible standard providing value for money.

Today's traveller is very different from the traveller of the 1950s and 1960s. Tomorrow's traveller will have even higher expectations, the provision of which needs to be economically viable.

Tourism as a Market. The evolution of demand for international tourism on the global scale has resulted in substantial changes in the great travel flows and cross currents which have affected destinations differently. There has been a strong, fairly consistent growth in international travel since the 1960s with some hesitations in the 1970s following the energy crisis resulting in a quadrupling of the price of aviation fuel and depressed consumer demand. In the early 1980s there was another fall in the rate of growth following on world recession. Nevertheless, in the decade 1978-88 there has been an increase of 51 per cent in total arrivals, notwithstanding recession, political instability and exchange rates. For the coming ten years, growth is likely to average four per cent.

The global picture has been mirrored by Europe, but Europe has suffered some loss of share. European destinations accounted for 72 per cent of world arrivals in 1975; by 1980

it had dropped to 69 per cent; by 1985 it had dropped further to 67 per cent, and in 1988 it was less than 65 per cent. It still retains its dominant position. North America has at best maintained its share, while Asia and the Pacific have improved performance dramatically over the past 25 years. Part of this is due to the rapid expansion in Japanese travel abroad since 1970. The Japanese Ten Million Programme met its target well ahead of time but the majority of first-time international travellers visit nearer South East Asian destinations.

These changes in travel flows arise for three reasons: changes in the market; changes at the destination and, not least, transport services between the two. Europeans are venturing further afield and those receiving countries such as Spain, Italy, Portugal and Greece, heavily reliant on intra-European travel, will need to diversify into new markets. Eastern Europe in the longer term could provide substantial markets, but significant earnings from these markets will not, it is felt, develop before the late 1990s because of the shortage of hard currency and their weak economies. There has been substantial investment in hotels, facilities and attractions in South East Asia and Australia which has attracted increased business. In some years some destinations in the Pacific basin have been *over bottled* resulting in low prices, attractively priced packages and increased demand. This has been followed by high levels of room occupancy, increased prices further investment.

In the short period since the Japanese outward travel movement started there has been massive development in air services and airports: Tokyo's Narita will be followed by Kansai International at Osaka which is scheduled for completion in 1993 and designed to handle 160,000 flights a year. Currently one of the great inhibitions to outbound Japanese travel is lack of aircraft capacity.

London's newest airport, Stansted, has recently become operational. Even so, a major handicap to the airline industry is congestion. IATA has recently launched an international campaign to publicise this. The proportion of delayed flights has almost doubled in the four years 1986-89 and it is forecast that sixteen European airports, including Heathrow, Gatwick and Manchester in Britain, and Frankfurt, Dusseldorf and Hamburg in Germany, will be capacity constrained by the year 2000. Not least it is forecast that Europe will run out of airspace by 2000 or even as early as 1995 unless the airspace map of Europe is redrawn.

Single Europe 1992 will result in liberalisation of air travel. This will open all major air routes to direct competition between airlines; provide stimulation for new routes to regional airports; and should result in some reduction in fares. Abolition of duty free shopping and the imposition of VAT on travel (currently zero rated) would have the opposite affect and increase prices. In 1993 there will be a Channel Tunnel. Trains will challenge aircraft on many prime European routes - London/Paris, London/Brussels. Will the balance be in favour of British travellers (especially from London and South East England) being syphoned off, or Britain as a destination tapping the potential not just of near European markets but also long haul travellers who visit Europe? Will the Tunnel help to grow Britain's incoming business, lose domestic business to Europe, or simply divert the travellers to another transport mode? The answer depends on marketing in its widest sense and related development. People do not travel simply because a new route opens. There is a trinity of forces; price, convenience/comfort, and trip satisfaction/ fashion. An advantage in one of these alone will divert traffic, but to increase movement there must be an advantage in at least two of the three factors.

Socio-economic factors influence the generation and location of tourism. Time, desire to travel and income levels are the prerequisites. The most important factor, however, is likely to be the level of economic growth in those countries which are important generators of tourism traffic now or can be in the future. Economic forecasts suggest that the EC will benefit from the completion of the internal market in 1992. The official reports of the European Community forecast that the Community member countries' national incomes will rise between 2.5 and 7 per cent over the growth rates of the old separate national systems, a massive increase in prosperity. Two million extra jobs will be created and inflation will reduce by up to six per cent. Travel spending traditionally rises at twice the rate of GDP increases, or even more. Thus the potential for growth in the world's largest travel market is enormous. Growth will, however, be constrained to some extent by factors such as an ageing population and a relatively inflexible labour market. The most buoyant growth is expected to be in Southern European countries. Unemployment is expected to remain high in most European countries though the majority will have jobs and should continue to enjoy increasing disposable incomes. Social trends continue to favour spending rather than saving. Economies in many Asian countries should continue to strengthen. The American market will continue to offer huge potential.

Opportunities exist in market segments as well as geographic markets: the senior citizens with disposable income, the will and the ability to indulge in international travel; the youth market with its anxiety to succeed, to learn new skills essential for success; the special interest traveller; the business traveller.

Tiramisu Italian dessert of sponge cake soaked in marsala wine and topped with cream.

Tisane French. Drink made by pouring boiling water on dried or

fresh leaves or flowers (such as lime tea or comomile tea).

Tissue. Soft paper handkerchief; there is a box of tissues beside the bed.

Tourism Business. Modern tourism has emerged as big business providing employment to millions of workers in the host countries and earning them foreign exchange for economic development. Governments, therefore, are bound to play an active role in tourism. Tourism has the potential to do damage to the eco-system of the host country or change the cultural pattern of the host communities, if allowed to develop unplanned and unregulated. Therefore, Governments take keen interest in the planned and harmonious development of tourism.

Tourism Courses Sponsored by the International Tourist Industry.

1. Algemene Vakschool Voor het Reisbureau bedrif, Leidse Dreef 2, Leiderdorp, Holland (A.N.V.R. Courses). The Dutch Association of Travel Agents and Tour Operators, the A.N.V.R. started the course for the initial training of prospective travel industry personnel.

Certificate Course. Duration: 10 months.

2. Universal Federation of Travel Agents Association (UFTAA) 30, Avenue, Marnix, 1050, Bruxelles, Belgium.

Professional training courses (Correspondence).

Duration : 6 months to 1 year.

3. American Society of Travel Agents (ASTA) 711 Fifth Avenue, New York, N.Y. 10017, USA

Professional Training course, Duration : 3 months to 1 year.

4. International Union of Official Travel Organisations (IUOTO), Palazzo del Laverio, Corso Unita D'Italia,

10127, Turin, Italy.

General Correspondence Courses, Duration: 9 months.

Tourism Development Objectives. They should be specific; and are usually expressed in very broad and general terms. Without carefully considered objectives there can be no rational policy: if a policy is to be the means of attaining the objectives. Many countries have general objectives, e.g. to maximise the benefits from tourism, but little evident thought has been given to the way in which such an objective might be realised. Where even broad objectives have not been formulated, then the tourism sector will inevitably drift and can bring problems which might have been avoided.

In the developed countries there is also a need for a tourism policy. Government must set out the parameters within which it wants to see tourism develop. It should guide the private sector by clearly indicating what type and volume of tourism is acceptable, and in which locations. Government should interact with levels of local government to encourage tourism in specific regions. The successful development of tourism in cities like Glasgow, Bradford, and Manchester, demonstrate what can be achieved through local enterprise and initiative.

It must be recognised that even specific objectives might be unattainable, for an international tourism sector is essentially a dependent sector that is, in the absence of a unique attraction, tourism demand is largely exogenously determined. This characteristic of international tourism demand is important because it requires each tourist-receiving country to realistically appraise its tourism attractions not in terms of domestic but rather international competition. In a region, e.g., the Caribbean with many countries offering very similar tourist attractions, interregional and international competition will be great.

In refining broad tourism objectives to formulate a policy

there are number of basic stages which should be examined and their interrelationship explored.

A. Evaluation of tourism supply

As noted above, many countries have attractions of touristic merit. The important question is whether that country has a comparative advantage in its particular attractions. This notion of comparative advantage is essentially international. Domestic tourism is an important means of topping up demand in many countries. Any country attempting to break into the international tourism market, or committing further resources to the sector should carefully examine the availability, quality and price competitiveness of its tourism amenities. This evaluation is often best done by outside professionals if only to bring a degree of objectivity to the process. Such a process would identify the major and subsidiary tourism attractions, rank them against regional and other competition to give some indication of the market segment which might be interested in, and attracted to such a country. A realistic evaluation of tourism supply will include not only current arrests but also those with development potential. Such an evaluation of supply factors can then be related to an analysis of international tourism demand to facilitate a product market fit.

B. Analysis of tourism demand

This will include the existing and potential market. In countries with large, established tourism sectors, the analysis will be related to ways in which demand can be increased and possibly diversified. Such considerations are often loosely described as the *marketing* of tourism. But perhaps tourism marketing and related promotional activities should be regarded as the natural consequence of an analysis of demand. This is an important point. Many countries can and do engage professional marketing consultants who provide a high level of service and expertise. A fundamental question to be asked is whether this expertise is provided within

determined policy parameters- will it contribute to the overall objectives of the tourism sector? Unless objectives are determined in advance of marketing initiatives, these might contradict implied but not explicit objectives.

A rigorous analysis of demand will indicate certain growth parameters. These parameters will be guides to future development options which can be related to supply conditions and constraints. A careful analysis of supply and demand provides the information for the third major stage in the planning framework- the determination of tourism growth targets.

C. Tourism sector growth targets

Targets should be based on a series of development options or scenarios as they are sometimes described. They should be more than an exercise in demand forecasting. These options should embrace three basic questions:

1. How many tourists can be attracted (Maximisation option).
2. How many tourists are wanted by season and region? When? Where? (Optimisation option).
3. What are the costs : economic, social, financial, and environmental, of supporting the desired level of tourists?

In practice, most countries concentrate on the first option. This is understandable because there are very serious problems related to the quantification of the second two options. This does not imply that to maximise tourist arrivals is necessarily efficient or cost effective. 'big is not always beautiful!'

There are good reason for believing that some of the smaller countries do not want large scale tourist sectors. In the Republic of The Seychelles the government has imposed a limit of 4,000 beds on the industry. This limit will help to avoid

over-rapid growth, ease manpower shortages, and help to maintain the country as an up-market destination. The Himalayan kingdom of Bhutan has imposed a control on tourist arrivals through visas and strictly defined quotas. In both cases, these small countries are very concerned with the problems associated with rapid increases in tourist arrivals. They must therefore give careful consideration to the staged growth of the tourism industry and devise means to control the rate and type of expansion. In essence, this approach relates the tourism target to national objectives which in turn require government involvement and concern. To eschew involvement weakens any planned growth strategy and allow private sector interests to expand at the pace and in the type of tourism it wants. In these circumstances, tourism grows as a simple reaction to market forces. In other circumstances, market forces may be stultified by the absence of government guidelines and support for the tourism sector. In the 1980s tourism development in the Solomon Islands was prevented by the very complex system of land ownership which made it very difficult for potential foreign investors to attain good title to land. It was not until the government intervened to facilitate the leasing of land together with protection for communal landowners' rights, that development could proceed.

It should be noted that for many countries their type of tourism is determined by forces outside their control. Distance from main generating countries, transport links, costs, and prices, *image*, all contribute to the overall competitiveness of a destination. The visitor flows are also affected by the information and advice provided by the tour-operator and travel agents in the tourist-generating country.

For various reasons, once a country has determined its growth target, it then has to consider the implications of this target in relation to existing tourism sector components.

D. *Tourism sector components*

Although the components of the tourism sector accommodation, transport, services are common to all destinations, these characteristics will vary between countries in terms of volume, value and quantity. Variations will depend on a range of factors stage of development of the tourism sector, historical precedent, local circumstances, etc. Some governments will have a higher degree of involvement in tourism than others. Whatever, the particular circumstances, etc. Some governments will have a higher degree of involvement in tourism than others. Whatever, the particular circumstances of a country might be, the adoption of a tourism growth target will have implications for component activities which must be considered. Such consideration reinforces the interdependence of tourism as an activity and demands an integrated approach to policy formulation. Below, some of these components activities are briefly reviewed:

1. *Tourism Investment*: Does the tourism growth target require new investment in the sector, or should it better utilise existing capacity? If new investment is required, who will finance it and on what terms? Should foreign investment be encouraged and if so, should investment incentives be offered and at what level? Most developing countries have activity sought foreign investment and are likely to do so in the future. The questions of the type and level of incentives offered are very important but poorly researched aspects of tourism investment.
2. *Manpower Planning and Training* - any future development of the tourism sector must involve consideration and analysis of the present and future manpower and related training requirements of the tourism industry. Careful analysis is needed to ensure that training targets are realistic - to entertain in terms

of numbers of trainees and level of training offered, is wasteful of resources. Many *tourism training institutes* are related to the training of workers for the hotel and restaurant subsector. The tourism sector is much wider and includes travel agency staff, national tourism office staff, tour guides, information officers. etc.

In many ways the quality of country' tourism personnel determine the visitor's image of that country. Irrespective of the degree of refinement attained in tourism planning, it is at the level of personal contact that the most effective form of tourism monitoring can take place. The need for manpower planning again indicates the integrated nature of planning for tourism-sithout proper demand studies, much of the training offered might be irrelevant and wasteful if there are no employment opportunities. Where vocational training is prosed, there should be sound reasons for it being implemented and it should be cost effective.

3. *Accommodation sub-sector* - The main concern here is to what extent does a tourism growth target affect the exiting accommodation sub-sector. Will increased demand, raise existing occupancy levels or will it divert the market? Does the growth target require a change in the quality of accommodation offered? What is the time-lag for bringing new uni'ts on stream? It can be argued that education and training in themselves are beneficial. However, vocational training which includes tourism is usually job related and therefore a specific rather than a general provision.

In the short-term 2-3 years, it might be very difficult to increase the accommodation stock. The development margin will depend very much on local construction industry capabilities and availability of equipment. The latter factor is likely to be a major constraint where a tourism project is of a scale very much larger than those previously built. Another factor could arise if a country attempts to change it's tourism

image, perhaps by trying to move up- market to attracting quality tourists. In this way, the scale and type of facilities to be developed will obviously have implications for the level of investment required.

4. *Land Use Policy* - An important constraint on the rate of development of tourism in some countries is the availability and ownership of land. Land use planning is of considerable importance to tourism development; as is the question of land ownership. There may also be social considerations, for concentrated tourism developments usually have the effect of raising land prices and might create a tourist enclave or ghetto. Land ownership and particularly foreign participation in land acquisition, are emotive as well as economic issues and must be carefully considered in any tourism development strategy. In some ways, barriers existing to foreign ownership, and on leasing of land, constitute a constraint on the over-rapid growth of tourism.
5. *Transport Policies* - There are two main points to be considered here the movement of tourists to the country and distribution of tourists within the country. Many developing countries airlines have established enviable levels of service and reputation.

Many countries have pioneered innovative stop-over options. Must carriers realise the importance of tourism and tourists for their survival and a number of airlines have made impressive efforts to attract these travellers.

Where tourism is important to a country, transport policy both external and doemstic, is a vital aspect of tourism development. The Indian Railway's introduction of the *Palace on Wheels* is a very interesting aspect of a development aimed at the international tourism market. Although tourist demand is of very little significance to the Indian Railway; system, it is a very unusual contribution to overall Indian tourism.

However, in both developed and developing countries, there is often a very weak linkage between policies for transport and policies for tourism. The two areas are independent. In the UK the tourism possibilities arising from the Channel Tunnel would have been enhanced by the Government finding a high-speed link from the Tunnel to London. The often conflicting development aims of airlines and tourism sectors is a continuing weaknesses in many countries and continues to limit the benefit that tourism can generate.

The above five components of tourism planning are presented to illustrate the need for a comprehensive view of tourism and of its development. The component list is not exhaustive - it did not include a discussion of the potential for intersectorial linkages and the possible measures that governments might use to encourage these linkages, and minimise the need for imports. These, and the many other considerations arising from tourism development, cannot be detailed here, but their mention further emphasises the need for an overview to be taken of tourism and its social and economic effects on the country.

Tourism Development Strategies. The aim of this term is to consider the nature of, and the need for, development strategies for the tourism sector. The use of the plural strategies is intention. Now two countries, or even areas within countries are likely to face identical problems at the same time. Strategies for development of tourism as with other sectors of economic activity, need to reflect not current problems and of concerns, but also future aspirations. There is, for example, considerable differences in approaching the formulation of a tourism development strategy in developed as opposed to developing countries. Strategy is used in the comprehensive sense to embrace both policy formulation and implementation.

In considering such a wide subject, it is preferable to concentrate on concepts and activities at macro or national

level, although many of the concepts relating to policy formulation are equally relevant to regions or projects. The main focus is on the development of tourism locations be they at national, or subnational level, and with prime emphasis given to international tourism development, noting the needs, opportunities and problems this form of business brings with it.

Tourism Facilities. Facilities which include accommodation like hotels, boarding houses, guest houses, youth hostels etc. The also include recreational and sport facilities of great variety and also all the necessary infrastructure like transportation and utilities.

Tourism - Labour Intensive Industry. Tourism - both domestic and international - is taking place on such a large scale that it has become a major economic activity in the world. Tourism is also called an 'Industry' - we often term it as a smokeless industry or an industry without the chimneys. An industry is that which provides jobs to the people. So does tourism; tourism provides more jobs than any other industry because it is essentially a service industry. Worldwide, it provides more jobs than any other industry except agriculture, especially in developed countries like the USA, UK, France and Italy. It is highly labour intensive as it is essentially a service industry with requires personnel at every level.

Tourism Marketing. Although principles of marketing are the same for all products, tourism has some peculiarities. These are summed up as under:

1. The tourism product is a combination of products and services. No single entrepreneur can produce it and each segment needs a high degree of specialisation.
2. The tourism product cannot be transported, a customer has to reach it to make use of it.
3. The tourism product or products cannot be stored for

sale at a later date, a hotel room or an airline seat has to be used only today or it is a total waste. In case you are dealing in readymade garments, you can store them if you are not getting the right price but not a tourism product. It has to be used today or it goes waste.

4. Any political upheaval, economic instability or natural calamity can immediately hurt the tourism product.

Therefore, there is a certain amount of urgency in the marketing of tourism.

Tourism marketing will, therefore, comprise the following:

1. Fact-finding, data gathering (Market Research).
2. Communications to inform the public (Tourist Promotion).
3. Ensuring Sale (Distribution Channels).
4. Coordination, Control and Evaluation (Total Marketing Plan).

Toad-in-the-hole. noun English dish of sausages cooked in a dish of batter.

Token. noun (a) thing which acts as a sign or symbol; *token charge* = small charge which does not cover the real costs; a token charge is made for heating; *token payment* = small payment which does not cover the real costs (b) book token or flower token or gift token or *record token* = card bought in a store which is given as a present and which must be exchanged in that store for goods; we gave her a gift token for her birthday.

Tomato. noun red fruit growing on annual plants, *Lycopersicon esculentum*, an important food crop (the ripe fruit are used in salads and many cooked dishes; also pressed to make juice and sauces); a glass of tomato juice; *tomato sauce* = sauce made with tomatoes.

Tournant. French adjective (meaning 'turning') *chef tournant* = chef who is available to work in any of the sections of a kitchen, helping out when other chefs are ill or on holiday.

Towel. noun piece of soft absorbent cloth for drying; there are piles of towels in the bathroom; *bath towel* = very large towel for drying yourself after a bath; face towel orr hand towel = small towel for drying the hands and face; *paper towel* = absorbent paper used for drying the hands, wiping spilled liquids, etc.; there is a paper towel dispenser in the bathroom; *towel rail* = bar of metal or wood in a bathroom on which you can hang a towel; heated towel rail = *towel rail* which is heated, and so keeps towels warm and dry.

Tourism Markets for the Future. While Europe has lost share of world travel movements, dropping from 72 per cent in 1975 to less than 65 per cent in 1988, it has nevertheless maintained its dominant position. The population of the European Community is growing very slowly but Single Europe and major transport improvements will encourage more intra-European travel in the years up to the end of the century by which time Eastern European markets may well be developing strongly.

The pace of political change has been extremely rapid in 1989 and 1990:

- June 1989 A new Solidarity government elected in Poland.
- April 1990 Democratic governments elected in Slovenia and Croatia.
- May 1990 A centre left government installed in Hungary.
- June 1990 Czechoslovakia moves to multi-party democracy. In Bulgaria, the Communist party retain power following relatively free elections. National Salvation Front elected in Romania.
- July 1990 28th Communist Party Congress enhanced Mr. Gorbachev's presidential role.

October 1990 Reunification of Germany.

These countries which have been through a period of rapid political change are now espousing the virtues of free market economies. But while political reform can be achieved relatively quickly, industrial and economic reform is rather more uncertain and certainly has a much longer timescale, it will be some time before healthy stable foreign exchange positions have been built up. As substantial generators of tourist traffic we need to look perhaps a decade ahead.

Eastern European countries are already becoming receivers of tourist traffic which will impact increasingly on existing destinations. These of many second and third generation Eastern Europeans who are now nationals of North America or Western European countries and they are already visiting friends and relatives in Eastern Europe, finding their roots. Undoubtedly Eastern Europe will syphon off traffic even in the short term. However, in the medium to long term these countries will provide stiff competition for those destinations offering cultural and rural tourism. There is, in most cases, a rich cultural heritage (128 concert halls and 88 state orchestras existed in East Germany and there are in excess of 3,000 castles in Czechoslovakia). There is a dearth of beds Prague has only 10,000; an antiquated and inadequate telecommunications network; and a poor transport system. Market demand already exists. A great curiosity value attaches to the region. Tourism is a potential foreign currency earner and once developed this in turn will create outbound traffic from the region. Hungary's trade minister predicts that by the year 2000 tourism will be the country's most lucrative industry.

The real potential for travel out of the region will not be realised some years but already outbound travel is increasing faster than the world average, albeit from small bases. It seems likely that Poland, Yugoslavia, Hungary and Czechoslovakia will realise their tourism potential ahead of

the other countries of Eastern Europe.

Japan is already a recognised force in the field of international tourism. The Japanese Ten Million Programme met its target way ahead of time and it is already fourth in the world league table of visitor spend. The newly industrialised countries of Asia (Singapore, Taiwan, India, Thailand and South Korea) are already beginning to generate substantial numbers of international travellers and they tend to be high spenders. These countries are also beginning to invest in tourism: the Hong Kong based Park Lane International, has recently bought London's Churchill Hotel; Nicko International Taj International and Seibu Saison are among groups with equity in London Properties; the Sultan of Brunei owns London's Dorchester Hotel. This phenomenon is not restricted to London or even Europe. Asian money is being invested in tourism plant in the Americas, Australia, and now Eastern Europe as well as in Asia itself.

The majority of US travel is domestic. It is estimated that as much as 97 per cent is domestic. Just over 40 million people made international trips in 1989 and this includes non-passport trips to Mexico and Canada. Indeed, only about 10 per cent of Americans have a passport. Following US deregulation of Americas's airline system in 1978 there was a substantial increase in the air travel market stimulated by low fares. This has encouraged holidays at home and as a result outbound travel has increased slowly over the past few years, apart from travel to Mexico which has increased by more than 30 per cent since 1985. Between 1985 and 1989 there was 18 per cent increase in Americans travelling to overseas destinations. Rates of increase varied from Central America and Australasia - both increased over 60 per cent to Europe which only increased 8 per cent over this period. Leisure travel dominates both domestic and international travel.

Out bound travel by Americans will continue to be affected by the US economy, travel costs, exchange rates and, not least, the world political situation. Perhaps the most significant factor for outgoing American travel is the greying of the population which should provide a significant impetus to foreign travel over the next two decades. There is not statutory retirement age for Americans and there is a trend to longer, not shorter, working weeks. Holiday entitlement is only two to three weeks compared with the Netherlands and West Germany where it is currently seven or eight weeks. In Japan it is still only two weeks. Of which only about eight days is taken. It could well be that in another twenty years, ten weeks annual holiday will be the norm. People will be more concerned with increased leisure time than increased salaries. Just as there will be more concern over environmental issues and a better quality of the life than an increased standard of living. Certainly holiday entitlements in the USA and Japan must increase to be more in line with those currently enjoyed by Europeans.

The Economist Intelligence Unit (EIU) expects the growth in international travel to moderate between now and the end of the century with the greatest expansion from Japan and Europe, and a decline in international travel by US residents. A recent European Travel Commission (ETC) Study on the other hand suggested that the current traffic to Europe of about six million represents only about one fifth of the target audience.

The Working Group of Research Directors in the European Travel Commission identified the following megatrends for tourism in the next decade:

1. Global travel spending and particularly transport spending in, into and from Europe will increase faster than other budget items, due to more frequent, albeit shorter, holidays. Although daily expenditure will generally be maintained due to higher quality

requirements, average expenditure per trips may decrease due to shorter duration of holidays.

2. Long haul holidays to and from Europe will increase faster than intra-European vacation holidays, it and from practically all the continents, notably America, Asia and Ocenia.
3. With Europe, city travel will increase faster than summer and beach vacation holidays, due to parallel and steady increases of both *short breaks* with cultural or pseudo-cultural motivations and all forms of *business travel*, e.g. incentives, conventions, conferences, also exhibitions and fairs.
4. South-north, east-west and west-east travel will increase relatively faster than traditional north-south holidays, although their figures are stil much lower.
5. Traffic across the present intra-European borders will increase faster than domestic travel in most European countries.
6. Winter sunshine holidays, cultural winter tours and crusies will increase faster than winter sports holidays.
7. Air traffic, both short and long haul, will still increase faster than other types of transportation due to various factors including new direct connections, although other means of transport will also show growth, including new convenient rail links.
8. Inclusive travel will grow faster than independent travel in spite of price increases justified by selecting generally higher quality packages and accommodation and/or farther destinations.
9. Hotel accommodation of all levels will gain more customers than other types of accommodation, with more growth for higher class hotels in resorts and more growth for economy hotels in cities.

10. Late reservations will increase faster than early bookings and the role of CRS systems will increase.
11. Two age groups will increase faster than others; senior citizens (due inter alia to growing numbers and increased means of pensioners) and young people (due to increased education and new travel opportunities).
12. As a consequence both the demand for cultural visits and cultural holidays, and for active summer/winter holidays will grow faster than other form of vacation.
13. Groups including families will tend to be smaller and more flexible.

Tourism, Past and Present. For the first time in 1984 international tourist arrivals went through the 300 million barrier. Only a decade before it was about 200 million. The present level is about 400 million. Yet, probably no more than ten per cent of total tourist movements throughout the world the international. No data is available on a global basis, but this would appear to be a fair estimate based on data which is available in some countries. Day trippers add substantially to this figure. American Express studies estimate total would travel spend - domestic and foreign - as there trillion US dollars.

Tourism Plans. Professor Douglas Pearce in his book *Tourist Development* gives a useful account of major schemes in France; Languedoc-Roussillon, the French Alps; Cancun in Mexico; and Spain. The Examples show how the central and local government establish the necessary machinery for public/private sector co-operative action to create the resort area, and the different effects of varying tourism policies and degrees of control. Where the state has acted remotely, and the resort planning left largely to private developers, as in Spain, the results have not always been satisfactory.

France Languedoc-Roussillon. The State was firstly responsible for drawing up the overall development plan.

Following this plan it oversaw and controlled all subsequent phases of the operation through a small but important study team. Secondly, as was noted above, the state acquired all the necessary land for the operation to go ahead as planned. Thirdly, it was responsible for undertaking major infrastructural works; the road networks, the ports afforestation, water supply and much of the mosquito eradication. Finally, State Finance was made available to the other authorities to undertake their responsibilities.

Administrative innovations facilitated the work of the State. In 1963 a *Mission Interministerielle* was created under DATAT (*Delegation a l' created Aménagement du Territoire et a l'Action Regionale*), drawing together representative of the interested government ministries (finance, interior, development, agriculture and tourism). The Mission was a surprisingly small organization, much of its work being the responsibility of small study team, consisting of a dozen people. Their role was very much a co-ordinating one, many of the initial studies and most of the actual development work being undertaken by the appropriate government department to which it transferred the necessary finance from the Mission's central budget.

Vars. The catalytic effect of the intervention of a large outside company is clearly evident at Vars (Hautes Alpes). Although the commune's potential as a major ski-resort was recognised before the Second World War, the few hundred Varsins, for the most part small farmers, lacked the means to develop more than four or five simple lifts and a few small hotels and chalets in the immediate post-war period. With local agricultural in decline, the commune was stagnating and suffering steady population losses through out-migration. This situation changed in 1958, with the election of a new mayor, a former politician from Paris. The new mayor was able to interest a group of Paris-based financial concerns in forming a company, the (*Societe pour l' Equipement et le Development de vors*) SEDEV, to develop Vars as a tourist

resort. Unlike the local population, the SEDEV had both the financial and technical resources to create a network of lifts large enough to launch the resort on a national scale. As the SEDEV constructs each stage of the network the comunem in the terms of a formal contract, cedes a specified area of land to the company for the development of accomodation.

Cancun, Mexico. Similarly in the new, Mexican complex of Cancun created ex nihilo on the Caribbean coast of Quintana Roo, almost half of \$47 million public investment in the first phase of development was financed by a loan from the Inter-American Development Bank. A further loan of &20 million in 1976 accounted for a similar proportion of the second stage of development (Cazes, 1980).

Development of Canun is the responsibility of FONATUR (Fondo nacional de Fomento de Turismo), a central government agency whose aim is to achieve a controlled increase in tourism by improvement and expansion a controlled increase in tourism by improvement and expansion of existing resorts and the creation of new tourist zones focused on newly created cities (Collins, 1979, p. 353). FONATUR has been responsible for the selection of the site (after an intensive nationwide inventory of sites and resources), acquisition of the land, preparation of the plan, development of the infrastructure and servicing of the site prior to its sale to the private sector. FONATUR has also participated jointly in the actual development of various hotels but that has been left mainly to the private sector, with 80 per cent of the private investment estimated to the Mexican in origin.

Spain. Development of the coast south of Alicante to Cabo de Palos is more recent than that part of the Costa Blanca to the north. Development there has taken the form of a series of large *Centros de Interes Turistico National* (CITN), resort enclaves in which the activities of the tour operators have been linked with those of real estate promoters. As CITNS,

these developments benefit from generous credit facilities and fiscal assistance from the state (Vila Fradera, 1966). With the exception of Santa Pola del Esta which has been grafted on to a fishing port with some established holiday homes, the others La Zenia, Dehesa de Campaomor and Lan Manga del Mar Menor have been developed *ex nihilo* on large agricultural holdings at the initiative of the land owner.

Torres Bernier (1985) points to the new division of responsibilities which have resulted from the creation of autonomous regions of Spain during the early 1980s. Central government is left with the role of promoting tourism abroad, managing pre-existing facilities such as the chain of Paradores Nacionales as well as with more general policies affecting tourism, such as those of economic stabilisation. The autonomous regional governments, such as those for Catalonia and Andalucia, now have responsibility for the development and planning of tourism plant, domestic tourism and related areas of interest, for example, the environment, regional planning and leisure and recreation. While the full impact of these changes has yet to be seen, Torres Bernier suggests the relatively indiscriminate development of accommodation under national policies dominated by balance of payments considerations may no longer be tolerated by the regions.

This illustrates again the importance of the Tourism Policy and Plan, and the consultation and co-ordination process leading to agreement and understanding between the interests. The OECD has charted changes in government tourism policies in recent years. The immediate post war years concentrated on the national benefits from foreign currency earnings and improvements in the balance of payments. Unrestricted expansion in volume as well as value led to revision as countries became wealthier. Mass tourism's disadvantages in congestion, cultural and social conflict, environmental

damage etc resulted in a more sophisticated approach, Governments became more interested in tourism as a means of regional development especially to bring prosperity to poorer rural areas with little industrialisation. Later still tourism's value as a creator of jobs, and the right kind of jobs in particular was selected as the mainspring of policy and government intervention.

These changes have important repercussions on tourism growth and thus on development schemes. In 1974 for example, the Government in the UK issued new Tourism Guidelines seeking to redistribute tourism flows to the poorer regions, or places where industrial dereliction made new sources of prosperity essential. Tourists were to be redirected away from London for this purpose, an example of mistaken administration, because that is where the tourist wanted to go, and the market is in control. It was essential in a competitive situation to persuade visitors first of all to come to the UK through the London gateway before they could be encouraged to visit the regions.

Effectively much sensible tourism planning is held up or handicapped by policy mistakes, confusion and lack of accepted leadership. The government role is crucial. No one else can represent the whole community which is inevitably involved in large scale modern tourist development. Government must decide policy, set the necessary rules, and accept public responsibility for fair conditions of trade, welcome and hospitality.

Potential national cost and benefits are enormous. To adopt a policy of laissez-faire and leave action to the operating or private sector can only result in a lopsided travel movement with investment conditioned by short term considerations where profit also determines the action. Many aspects of tourism cannot be handled on a free market basis. Apart from *market failures* and error, there are many infrastructure prerequisites which either cannot be profitable on their own

account or are unsuited to private sector operation for example in public transport, cultural and recreational activity, and health and safety provision.

Some of the results in Britain of the retreat of government from such intervention are far from promising for the future. The Channel Tunnel rail link, airport and air traffic control congestion, limitations generally on investment in transport infrastructure do not provide a good basis for the anticipated expansion in international travel nor do they compare well with action taken by some European competitors. The open door policy invites foreign carriers to take over British companies and routes whether charter companies or shipping services for example, the sale of the national carrier sealink to foreign owners.

Britain's tourism balance of payments is in the red to the extent of 3 billion and the transport balance, the excess of payments of foreign sea and air carriers compared with foreign spending on British ships and planes, is well over 1 billion. Yet until the 1980s there was a substantial annual credit balance. European governments are active in investment protection and operations in these fields.

The British exhibition industry has only 25 per cent of the international exhibition space offered by France or Germany. Yet trade fairs are the market place of modern industry. The 1992 Single Market will make competition in Europe a key factor. London and the South East, the highway to and from Europe needs a major modern Trade Fair Centre comparable to the National Exhibition Centre (NEC) in Birmingham and able to compete with European 'cities' facilities. But even if a suitable site could be found the cost would exceed 500 million and without public sector support and involvement there is no hope of getting commercial action. All the major centres of the Continent are publicly financed and the public sector promotes and organises fairs. In Britain this is left largely to private enterprise. The hard attitude to local

government initiatives and investment makes it more difficult for the British resorts to regenerate themselves.

The French government recently with massive financial support helped to establish Disney World near Paris as a major European visitor attraction. The Disney Company looked at a number of alternatives including London but were discouraged by the lack of any state support in the UK. The loss of traffic to the UK from this one investment will be large and continue for many years. No new resort has been built in Britain since the Aviemore scheme in Scotland in 1960. Although on a small scale, substantial state support was required for the realisation of the plan. There is nothing surprising in this. It is common practice for the state to create industries, industrial centres, attract major foreign investment (motor car factories), build up airlines and other transport companies and finance major schemes such as garden festivals, which need major infrastructure investment. The local Authority in particular infrastructure investment. The Local Authority in particular has a special role in initiating tourism plans and projects.

Tourism Policy. The Public authority will need to provide leadership and accept a vital advisory role establishing the machinery for co-operation and collective action with the private sector.

Government at national level, and the local authority at the specific destination level, will need an explicit rather than an implicit tourism policy which must be clearly stated. This will depend on the degree of past and present tourist development. It must clearly indicate the intended strategy for development and be formulated after full consultation with the trades as well as the resident population. This will be the basis for the national and local tourist plans which must be linked. Of course, in a free society the authority can opt out, but even in such cases an assessment should be made of costs and benefits forgone as well as consequences of

unplanned and unexpected results. In this age of mobility travel will not stop, but its unplanned incidence could be damaging adding to the cost of lost opportunities in attracting compatible and prosperous travel trade. In fact government cannot escape involvement in tourism since the size and potential of the movement increasingly affects all aspects of community life, not least the outward flow of residents to foreign destinations, exporting their wealth and removing the benefits of visitor movement.

Travel movement increasingly affects most aspect of community life. If there is no overall tourism policy each department or agency of government will react to the incidence of tourism according to their own brief or objectives.

The decisions are likely to be politically directed to meet the needs and wishes of the resident population alone. This will result in at best inadequate, and at worst prudicial, programmes in the tourism field since the case for visitor needs will not be taken into account, nor the effects of visitor traffic on the location.

It is surprising in view of the economic and social importance of tourism in most developed countries that Governments in general give low priority to the trade in policies, and until recently rarely set out an explicit policy statement spelling out its role and the national objectives. The extracts from recent reports will illustrate his weakness. Even the European Community (EC) came late to tourism with the first official policy reports not made until 1986.

It seems a paradox that Government regards the trade as a business mainly for the private sector and for free competitive enterprise, yet the mechanics of visitor servicing need a public and private sector partnership, and the private sector cannot play its role effectively unless Government intentions and trading conditions are satisfactory and publicly known.

There have been some fundamental changes in policy over the years. While there has been a general practice of supporting international marketing for the national destination, and attempts to use tourism flows to support or prop up some national problem area or deficiency: lack of foreign exchange regional regeneration or job creation; overall policy formulation has been the exception rather than the rule in the industrialised countries. The lack of central action has in many cases been compensated by action at the regional and local level, but with uneven results, and often handicapped by the exclusion of tourism considerations in transport policies.

Tourism Promotion. Tourism promotion is one of the elements of the marketing mix and an important tool for marketing. The term promotion is interpreted and defined in many ways. Basically, the purpose of promotion is to inform, to persuade, to encourage or, more specifically, to influence the potential customers or trade intermediaries (travel agents, tour operators, reservation services, hotel and charter brokers), Through communications to think and to act in a certain manner.

Tourism Research. Investigation relating with various aspects of tourism. The main objective of tourism research is to find out how people travel, where they travel and why they travel. The areas like travel, demand, domestic and international tourism, accomodation, transport, planning etc., are covered in the research. The findings of the research become the base for planning and implementation of various programmes connected with tourism.

Tourism Segments with Potential. The demogaphic picture suggests that youth tourism and above all senior citizen travel will increase much more rapidly than that of the working population though business travel (especially incentive and conference traffic) should continue to show a healthy increase.

There is perhaps a correlation between the greying of populations in developed countries and concern over environmental issues. There is much new interest in rural tourism, farm tourism, special interest tourism as well as walking and activity holidays. It is increasingly about slimming bodies and broadening minds. Senior citizens are sensitive to security so comfort and developments will need to reflect their needs. Furthermore, higher educational levels are accompanied by increased sophistication and a heightened sense of comfort. The youth market, despite their decreasing share of total populations in tourism generating countries, will continue to travel and this will be further facilitated in 1993 when Europe will be sons frontiers. They will continue to travel in their quest for skills and study. English language study will be a powerful motivator.

Thanks largely to third age tourists, seasonally will tend to be less pronounced and there will be a better spread of travel throughout the year. Increasingly the third age is seen as a time for living.

More and more people will be leaving full-time employment in their fifties, in part because they no longer want to have the pressures but in part because they will vacate it to allow younger, more energetic and perhaps better qualified colleagues to take over. These early retirees may well take on part-time or voluntary work, and they will have much more leisure time at their disposal.

Lifestyle is already beginning to change quite rapidly; more concern for health resulting in an increase in membership of leisure clubs and an increase in activity holidays - walking, cycling, golfing; more concern with self-improvement and self-expression as evidenced in increased uptake of adult evening courses and leisure learning weekends as well as special interest holidays. Both trends will accelerate over the next decade.

The growth of international business travel has been

sustained even in times of recession. Arguably there is more need to travel when there is recession to secure new business. Improved communications and teleconferencing has not seen a decline in the need for face to face communication. This is especially true of conference traffic. Similarly there is a long established travel movement to visit trade fairs and exhibitions. In recent years growth has been substantial but there is still a very large potential. Single Europe, sometimes regarded as *Fortress Europe* by third world countries will produce more business travel both on an intra-European and intercontinental basis. Business travel should continue to be a very resilient growth segment with opportunities for additional business from extenders - these who can be persuaded to add a leisure break to a business trip, and accompanying spouse travel.

Tourism Socially Compatible. The rapid expansion of tourism over the last thirty years or so has impinged on cultures and lifestyles and in turn has given rise to social problems. Too often economic aid from wealthier nations to poorer ones had been used to finance tourism developments without too much thought given to the social or environmental fabric of the destination. Tourism was seen as a panacea for economic problems, for trade imbalances or for unemployment but planners and developers did not take account of the social implications. In extreme cases, the local population has been exploited by unscrupulous businessmen. In Thailand there is male and female prostitution in the main, tourist resorts. A few years ago substantial numbers of Japanese males undertook sex tours to South East Asia. The experience of the last thirty years though has resulted in an awareness at least of the social pressures which can develop; an understanding of the potential social problems and hopefully an improved planning regime; training and management of tourism developments. Governments or their agencies at both national and local levels will address such factors as social; pressures in the

development of guidelines for the industry. It will no longer be enough for governments to determine tourism development solely on the basis of economic criteria. Social and environmental issues will also need to be addressed. This will determine, for example, whether to go for mass tourism, or the independent traveller; the rate of growth, the roles of the public and private sectors; the level of incentives; legislation; investment in infrastructure and training.

Socially compatible is capable of another interpretation - that of providing for special needs. The Holiday Care Service is the United Kingdom's central source of holiday information for people whose age, disability or other personal or family circumstances affect their choice of holiday. Under its Chairman, Mary Baker, a working party was set up to make recommendations for action by the industry over the next ten years. The working party's report was published in 1989:

We consider that there has to be much more provision for people with special needs in mainstream holiday-taking. While there will continue to be a role for the many excellent facilities, often run by charities, that exist for group or individual holidays for those with a particular disability, we hope the tourism industry as a whole will adopt the Tourism for All philosophy of aiming to cater for everyone's needs. To include and not to segregate. Accessibility, in its widest sense, should be seen as an integral part of excellent service. The statement often expressed to us, that a person is not handicapped by their disability but by the environment, should be taken to heart by the tourism industry.

A caring society will be increasingly concerned to ensure that the disadvantages are enabled to take holidays.

Tourist. In 1968 the Statistical Commission of the United Nations approved the following:

For Statistical purposes the term visitor describes any person visiting a country other than that in which he has

his normal place of residence for any reason other than following an occupation remunerated from within the country visited:

The International Union of Official Tourist Organisations (IUOTO) later to become the World Tourist Organisation (WTO) supported this description but subdivided the term visitor:

Tourist, i.e. temporary visitor staying at least twenty-four hours in the country visited, the purpose of whose journey can be classified under one of the following headings.

1. Leisure (recreation, holiday, health, study, religion, and sport).
2. Business, family, mission, meeting.

Excursionist, i.e. temporary visitor staying less than twenty-four hours in the country visited (including travellers on cruises). The statistics should not include travellers, who in the legal sense do not enter a country (air travellers who do not leave an airports' transit area and similar cases).

All too often the term tourist is taken to mean the foreign holidaymaker and has become a pejorative label, when in fact a tourist is someone who may be travelling for many other reasons apart from pleasure and may well be a native of the country or even local to the area. Certainly the developer of a tourism product almost certainly needs to look beyond a strict interpretation of the definition of tourist and include the day visitor in demand projections. In practice, tourism and travel merges with day trips for planner, developer and visitor alike.

While the WTO definitions were developed to cover international travel they can equally well be used to define domestic travel. Indeed traveller, in many ways, is a much

better word than tourist though travel industry may be too restrictive to describe tourism. Travel represents the economic incidence of the mobile population. Gilbert claims:

The use of the term tourism has led to a range of complex meanings which have become associated with; the movement of people; a sector of the economy; an identifiable industry; services which need to be provided for travellers. The problem we face with tourism is that in defining its industry we attempt to isolate a particular types of consumer (i.e. the tourist we opposed to the local shopper, local traveller etc) and we do not focus on the wider aspects of the provider or producer of the service.

Since the definition of tourist adopted by WTO is not simply restricted to those who travel for leisure or pleasure it follows that tourism is not restricted to transport, accommodation, catering and leisure facilities but also embraces conference centres, exhibition halls, hospitals and medical treatment centres, schools and colleges, religious retreats and many others. Gilbert argues that;

The tourist industry is treated as a composite whole, yet it is an amalgam of different service industries providing satisfaction for a wide range of needs. Tourism is generic term provides a simplistic focal point of activity which may not characteristic the overall functions of its definition.

As a service trade tourism is capital intensive to a major degree in infrastructure and plant.

Tourism embraces a very wide range of products and the tourism market is not a homogeneous one but made up of many segments and sub-segments. It is necessary to understand the motivations and the characteristics of individual segments not simply to identify meaningful groups at which to target the marketing effort but also to identify product needs.

Tourist Centre. Refers to a village or town with a definite concentration of tourist resources, material base and infrastructure of tourism development.

Tourist Charter: A flight booked exclusively for the use of a specific group of tourists who generally belong to the same organisation or who are being 'treated' to the flight by a single host.

Tourist Complex. A massive architectural installation specifically meant for the infrastructure of tourism.

Tourist, Domestic. A local person who makes a tour travelling from place to place for pleasure, business, family mission, meeting etc., within the country.

Tourist Flow. Undisturbed and even movement of tourists from one country to another for the purpose of travelling for pleasure.

Tourist Holiday Villages. Tourist villages were established in some European countries after World War II. These villages are situated at warm sea sides and in the regions which offer certain facilities for the tourists.

The holiday villages are usually based on family units, each providing a convertible living room, bath/shower and sometimes a kitchen. The villages are self-sufficient providing almost all necessities required by the residents. There is also a small shopping complex where one can buy articles of daily need. The services of a doctor are also available in the village. The accommodation is sold for a week or a fortnight at an all inclusive price. In Spain and Italy, these are classified into three categories according to the services and amenities provided.

Tourist, International. Refers to a person who makes a tour travelling from place for pleasure to areas foreign to his residence.

Tourist Lodge. Refers to a small house providing temporary

accommodation to a tourist. The accommodation provided is inexpensive as compared to a conventional hotel. The lodge also offers meals.

Tourist Object. Refers to any object from a natural, socio-economic or cultural, historical viewpoint - which has some specific attractions for the tourists.

Tourist Product. It is essential that the development of the tourism product must be marketing orientated. The quality of the experience is the product itself. Tourism is a fragmented industry involving many interests in the provision of the satisfying experience.

There is much confusion over the definition of the product. Tourism is not a sunny beach. A grand hotel, a flight or indeed any particular attraction. It is a satisfying activity at a desired destination. The two features must be present together. From this it can be seen that the complexities of tourism are substantial because a wide range of options, services and suppliers are involved. Furthermore, although in creating any one tourism product many interests are involved which are interdependent. They are also independent of each other and often in competition.

So product development must be concerned with the provision or enhancement of services, transport, accommodation, attractions and infrastructure and designed to enhance the experience of the visitor. The tourism product is a collection of physical and service features together with symbolic associations which are expected to fulfil the needs of the buyer.

Tourist Region. A branch of economic region with specific high dependence on natural and non-made tourist attractions.

Tourist Transport. The principal modes of tourist transport today are automobiles cars, coaches and buses; railways, airlines, ships and the luxury liners cruise ships. Most ships are now

used for movement of cargo and take a few passengers only. For holidays and leisure travel, large luxury liners called ships are used. These provide the facilities of floating deluxe hotels and their number is steadily increasing.

The modes of travel also determined the size of the travel market, which started expanding only after the advent of the railways in 1830 and after.

In countries like the USA, the automobile takes care of 80 per cent of travel, both holiday and normal movement of people. Case are also used for family holiday. Often, people attach trailers to their cars to be used for sleeping at night. Flexible camping equipment is also carted by cars for camping holidays. In Europe, more people use their personal cars for international travel within the continent.

Tourist Visa. A document issued under the authority of the Government to a person visiting a particular country as a tourist.

Tour Manager. One who controls, directs and manages an enterprise with judicious economy and care.

Tour Operator. Unlike the travel agent who is the retailer of the tourism product, the tour operator is a manufacturer of a tourism product. He plans, organises and sells tours. Tour operator makes all the necessary arrangements - transport, accommodation, sight-seeing, insurance, entertainment and other matters and sells this 'package' for an all inclusive price. A package tour is designed to fit a particular group of travellers. These may be special interest tours i.e., mountain tours etc., and can be escorted. Escorted tour normally includes transportation, meals, sightseeing, accommodation, guide services, etc. It is the escort or the group leader who is responsible for maintaining the schedule of the tour and for looking after all the arrangements.

Tour Organiser. A person who organises a group of passengers to participate in a specially prepared itinerary.

Tour Package. A travel plan which includes most elements of a vacation, such as transportation, accommodation and sightseeing.

Traiteur. French (meaning 'outside caterer') *chef traiteur* = chef in charge of outside functions (buffets or meals which are prepared in the kitchen, but served in a different venue).

Trancheur. French (meaning 'carver') the person in the kitchen who cuts meat.

Tranquillizer. or US tranquilliser noun drug which makes a person calm.

Transatlantic. Across the Atlantic; the fastest transatlantic crossing is by Concorde.

Transit. Movement of passengers or goods on the way to a destination; to pay compensation for damage suffered in transit or for loss in transit; some of the party's luggage was lost in transit; *goods in transit* = goods being transported from warehouse to customer; *transit lounge* = room in an airport where passengers wait for connecting flights; *transit passengers* = travellers who are changing from one aircraft to another; *transit visa* or *transit permit* = document which allows someone to spend a short time in one country while travelling to another country.

Trocken. German (wine) which is dry.

Trotter. Pig's foot cooked for food.

Trout. noun type of edible freshwater fish; *salmon trout* = large sea trout with pink flesh like that of a salmon; grilled trout with almonds.

Truck. noun large vehicle used to transport goods; *truck driver* = person who drives a truck (NOTE: GB English also uses lorry).

Trade and Commerce in Tourism. A wide range of regulation and encouragement is a common governmental task, and

may, cover the principal industries or economic sectors. Tourism may be left out or treated as low priority. Financial incentives for development of industry should be available for tourism may contribute more effectively to the implementation of government policies, for example, the regeneration of declining urban or rural areas. It is common practice for local government to subvent or operate tourist facilities in the cultural and recreation field, basically for their own residents. However in resorts investment is made for visitors, where they are recognised as the principal trade of the locality. Local government has invested massively in recent years in conference halls, exhibition centres, theatres and leisure attractions, transport and visitor infrastructure. In some cases local authorities develop sea ports and airport directly or in joint schemes with the private sector, and have a key role in road and parking provision.

The recent expansion in urban and city short stay visits throughout the year : city tourism of cultural, sporting, and entertainment attractions including shopping provides a new source of prosperity which is changing attitudes in many commercial and industrial centres. Glasgow, for example was proclaimed the European City of Culture in 1990.

Municipal leadership and action to enhance basic destination attractions is vital. The private sector cannot undertake such functions and cannot operate unless they are performed adequately. There is a wide field for joint public/private sector co-operation but this must follow the formulation and acceptance of policy and strategy, the provision of basic infrastructure and establishing a system of consultation and co-ordination linking the public and private sector areas of action. Typically in a resort the resort authority will provide this focal point, but there may be an efficient joint agency such as the *syndicate d'initiative* in France stimulating the co-operative as opposed to the competitive tasks of trade.

Thus the principal departments of state have an important

tourism role whether they recognise it or not. Furthermore for efficient and successful development of tourism as a major industry contributing substantially to national prosperity co-ordination within the government machine and in its liaison with the operating private sectors is essential. This is all the more necessary as government is usually a major operator and investor in travel services, recreation and cultural services. It is also the principal beneficiary in tourism spending, as unlike the export of physical goods, tourist transactions are regarded as domestic trade and fully taxed. It has been estimated that in the UK tourists contribute over Sterling 1 billion per year directly to government through such taxes as VAT (Value Added Tax) and excise duties on liquor, tobacco and petrol. This is an amount far in excess of any direct investment by the state in tourism services of including work of the State Tourist Organisation. The situation is similar in many other countries in Western Europe. Governments' tourism administration is not always satisfactory. The trade requires professional skills which the state administrators lack.

Tourism is now a major economic and social force. According to the World Tourism Organisation it will shortly become, if it has not already done so, the largest single trade in the world. The Commissioner for Tourism of the European Community claimed that it was the largest single trade in the community at the opening of the European Year of Tourism 1990. Most governments have recognised a public interest by establishing a department and an agency e.g. a national tourist board, to deal with the subject. This may take many forms but its first responsibility must be to ensure an effective system of co-ordination and co-operation between the departments of state intervening in travel business and working with the private sector. Unfortunately the results are often far from satisfactory. Priority and resources given to tourism are usually low and co-ordination is weak, limiting the successful development at both national and international

levels.

The principal tourism functions of the State can be summarised briefly:

1. Formulating policy and approving broad strategy for development;
2. Regulation and inspection including consumer protection;
3. Provision of a consultative forum as a basis for co-operation and co-ordination: the range of tourism interest is so wide that this is an essential function;
4. Intervention if required in the fiscal area, and financial assistance for development of infrastructure and other investment;
5. Establishing favourable conditions for private sector operation;
6. Information, statistics and research, including market research;
7. Promotion for the destination overseas;
8. Operations in the case of market failure where the private sector cannot initiate or develop some essential service. It is for example common practice at local level for the public sector to invest in conference and exhibition facilities, and in a wide range of cultural, sporting and recreational facilities.

Government may devolve operating functions to the local level or to specialist agencies. The Organisation for Economic Co-operation and Development (OECD) published a farsighted account of the state's national task in 1960. It is normal for a State Tourist Office or National Tourist Board to handle marketing and the provision of visitor reception services. It may also ensure liaison with the private sector and operate in partnership with the trade, thus greatly

increasing efficiency. In Europe the National Tourist Office Northern countries - Britain, the Scandinavian countries, The Netherlands, Germany, Ireland, Switzerland and Austria have state agencies for promotion separate from the Government Tourist Department and operate jointly with the private sector to a greater or lesser degree. In the case of the British Tourist Authority about two thirds of its marketing spend overseas comes from joint schemes with industry and tourism operating interests.

The State's intervention in infrastructure and tourism plant is often delegated to a specialist agency. In many cases this is not the State Tourist Office. It may be a regional development board, for example the Scottish Development Agency now Scottish Enterprise and the Highlands and Islands Development Board in Scotland and the agencies set up in the *new towns* in Britain, such as London Docklands Development Corporation, a state body specifically designed for the purpose.

Furthermore there has to be a whole plan for major tourism development. Private enterprise may contribute many pieces of the jigsaw, but there must be a complete picture, a co-ordinated action to create the destination and its unique or competitive attractions to appeal to the chosen clientele. Tourism is theatrical. There will be many shows, but there has to be a director to get the *act* together. The initiative of action may come from commerce. The London Tourist Board was created in 1960 on the initiative of Lord Forte the founder of Trusthouse Forte, one of the largest hotel and catering companies in the world, and a group of travel service operators. But it required the agreement and support of the London local Government, and assistance from the National Tourist Organisation to realise the objectives and programmes.

Transit Visitor. Refers to a visitor who is passing over or through a country en route to some other destination. Unlike

Destinational Tourist, he spends limited time and visits few places of tourist interest.

Transporters in Tourism. The European Council of Ministers has agreed to deregulation. It was the airline industry which triggered the growth of mass tourism to the Mediterranean in the late 1950s. It was as a direct consequence that new resorts like Loret de Mar and Torremolinos exploded on the scene. Airline deregulation in the US caused the massive expansion in domestic air travel to the point where almost 80 per cent of US adults in 1989 had flown at one time or another in their lives. From January 1993 European governments will no longer be able to guarantee national carriers a fixed percentage of capacity on a route. Already some routes have been deregulated for example, London and Dublin, which was served by Aer Lingus and British Airways, until 1986 when the Irish airline Ryanair began flights from London to Luton. Subsequently this group was joined by Virgin Atlantic. Flight frequencies have increased and prices for leisure travellers have fallen. This will be replicated on other routes. But there is increasing pressure on airspace and congestion at airports. It is forecast that 16 European airports will be capacity constrained by the end of the century. Strong growth in the leisure market will ensure increased demand for travel but the method of travel will be dependant on the ability of the transporter to meet the fare expectations of the future. Competition, especially in Europe. From other forms of travel will intensify. It has been clearly demonstrated many times in the past that if fares fall demand for air travel increases. The constraint to lower prices and increased demand from leisure travellers lines in the price of aviation fuel and the uncertainty attaching to the oil producing countries. It seems likely though that there will be continuing innovation in the fare structures offered by the airline industry in getting the right yield balance from the right mix of business and leisure travellers.

Michael Downe, aerospace correspondent of The Financial

Times, wrote.

Already vast sums are being spent in an attempt to rectify the air traffic control deficiencies that have arisen in recent years, especially in Western Europe. At the same time vast sums are being spent or earmarked to bring other elements of the ground infrastructure up to date. It has been estimated that worldwide some \$150 billion will be spent by the end of the century of modernising and expanding the airports system, together with associated road and rail access links, to enable it to cope with the rising tide of traffic.

In Europe there will be additional competition from the Channel Tunnel, scheduled to be completed in 1993. This could well result in a price war which will stimulate business in North West Europe particularly, including the southern part of Britain. The speed with which the high speed trains together with the Tunnel link will carry passengers from city centre to city center will be an important factor in the equation.

For passenger flows from the centre of London to the centre of Paris or Brussels rail will be more competitive than air for both time and price. At longer distances however air is more competitive since end to end journey times do not increase in the same way as they do by rail. Furthermore, the cost structure of airline operations favours longer haul flights as against short haul operations.

While there will be some transfer of traffic from existing forms of transport - air and sea - to the new international passenger services by rail, the market will undoubtedly grow as the quality of travel improves, price reduce in real terms and lifestyles change. The Channel Tunnel also removes the water barrier between Britain and the rest of the Continent, which has been a deterrant for some travellers. The Northern European markets of Britain, Benelus, France and Germany are not the only ones offering potential. Markets further afield - Switzerland, Spain; and Italy - for Britain will undoubtedly

use the Tunnel for car-borne holidays and even Americans and Japanese undertaking a European tour.

While punctuality is perhaps not such an important factor for the leisure traveller it undoubtedly is for the business traveller. It will be difficult for the airlines to match the punctuality offered by the train without a substantial overhaul of traffic control systems.

There is a transport revolution taking place in Europe. In France ten times as many passengers take the Train de Grande Vitesse (TGV) as fly the 300 miles from Paris to Lyons. Further TGV routes are being developed - Paris Brittany, a northern route to Brussels and beyond, a Channel Tunnel link, a south-western service. Italy's State railway plans 2,200 kilometers for its Alta Velocita network. German Federal Railways plans two north-south links joined with an east west-tourte, in Spain, Madrid Cordoba - Seville is planned for completion in 1992 with a Madrid - Saragossa - Barcelona link coming later. British Rail plan additional capacity for the London Tunnel link by the end of the century and international terminals at Waterloo and Kings Cross which will link with the Inter City system. In Europe there is something of a railway renaissance.

In the meantime the ferry companies have not been idle. There has been substantial investment in new ships and much more attention given to segmentation of passengers in comfortable, well designed accommodation. The ferry crossing is increasingly being positioned as part of holiday.

Governments must recognise that if they are to secure the economic benefits which derive from tourism they must invest in the infrastructure and receptive services. Governments in the Far East have recognised the need to invest in airport developments Singapore, Malaysia, Thailand and Taiwan and market demand has been matched by a growth in services by the airlines with a growth rate far higher than Europe and the USA. In Hong Kong and Japan

however, because of space problems and social pressure, constraints are being placed on the development of markets.

Travel Agencies and International Tourism. Travel agencies play a key role in promoting international tourism. In India, only 20 per cent of incoming business is handled by established travel agencies - mostly groups. Other visitors make independent arrangements. But they should have a larger share and should be helped by the Government to handle more inbound business. The travel agents of India have good reputation overseas and are known for their efficiency and hospitality.

The National Committee on Tourism set up by the Government of India underlined the importance of travel agencies in marketing Indian tourism overseas. The Committee said:

Considering that the travel trade industry is an important link in the total tourism chain, we recommend that the industry should be extended suitable incentives to help improve its performance. We believe that the activities of the travel trade are in the nature of export services, earning foreign exchange as they do. As such, the industry needs to be given selected fiscal and monetary incentives which are already available to the export industry.

Some concessions have been extended to travel agents earning foreign exchange in the budget presented by Dr. Manmohan Singh for 1992-93.

The Committee suggested that travel agents should get the same concessions for earning foreign exchange as the hotel industry. The plants and machinery of the travel agents are cars, coaches, camping, sports and skiing equipment....customs duty on such equipment should be levied as for project imports.

Travel Agencies, Types of. Basically there are two types of

travel agency. The general travel agency is a small organisation (2 to 10 employees) that deals with almost all types of travel and offers nearly every type of travel-related service. The specialised travel agency is a fairly large operation and may specialise in one form of travel agencies belong to the category of general travel agencies.

The specialised travel agencies - not very common in India - May specialise in corporate and commercial accounts, exclusively dealing with business travel, organising air tickets, arranging hotel accommodation, car rentals, etc., for corporate executives. The other areas of specialisation are ship or cruise travel, outbound travel, specially in packaging and marketing overseas holidays, organising and promoting conferences and conventions, and creating an incentive travel market, etc. Some travel agencies confine their business to developing and marketing domestic tours only. This is an excellent business in developed countries and is now becoming profitable in India too.

Travel Agency Commissions. Surprisingly, most travel agencies do not charge anything from their clients for their professional services. They survive on commission given by their principals, i.e., airlines, hotels, motels, railways, car rental companies, bus and insurance companies, etc. Where they do not get commissions, they may make a service charge. For instance, the Indian Railways do not give commissions to travel agents. So, a travel agency will add its service charge if a client wants them to buy rail-ticket. However, Indian Railways make an exception. They permit a 10 per cent commission to travel agents selling *Indrail Tickets* to foreign visitors against foreign currency.

Commissions to travel agents vary from country to country depending on the competitive situation. For instance, commissions go up to 15 per cent and more in the USA where the international airlines are free to offer any commission to make a sale. There is virtually no ceiling on

payment of commission due to the policy of deregulation followed by the United States Government.

Travel Agent. A travel agents sells his services. Sometimes, there may be some malfunctioning somewhere in the long chain of travel, not necessarily due to the fault of the agent. It may be the fault of an airline which did not operate a service on time, or of the hotel which did not honour a reservation due to overbooking. There is an interesting story of a travel agent who died and was face to face with Saint Peter. He was trembling and expecting to be confined to hell because he never had time to pray in his lifetime. St. Peters asked,

“What was your profession on earth?”

“A travel agent, sir”.

St. Peters gave a benevolent smile and ordered, “Let him go to heaven. The poor fellow had enough of hell on earth at the hands of his clients.

Travel Agents Association of India (TAAI). The travel agents decided to form an association of all India basis as long-back as in the year 1952, when an All- India Travel Agents Association was established. The main objective of the Association is to safeguard and protect the interests of its members by way of having a constant dialogue with the concerned government agencies. From a small beginning in the year 1952, the Travel Agents Association of India (TAAI) today has over the 300 members. However, only 75 are on the approved list of the Department of Tourism. The activities of the Association are very wide. The annual convention of the Association is attended by a large number of representative from travel trade both government as well as non-government. Important matters related with the promotion of tourist product are discussed in these conventions. The Travel Agents Association of India has its registered office in Bombay and regional offices in Calcutta,

Delhi and Madras. The Association publishes a monthly magazine *Travel News* for the benefit of its members.

The vital role played by the travel agents in the growth and development of tourism in the country and its promotion is recognised by all segments of the travel industry. The Government works in close collaboration with them not only in India but abroad as well, encouraging them to plan and organise package tours for various destinations in India. In suitable cases, the Department of Tourism recommends the release of foreign exchange to travel agents to enable them to open their branch offices abroad. The Department has also instituted a special Tourism Award which is given every year to a travel agency earning maximum amount of foreign exchange.

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Travel Kit: A sort of container which contains accessories or tools, Travel Kit contains various type of materials like folders, pamphlets, exhibits, presentation items, give aways, etc., which helps travel manager in promotional activities. It is an aid which helps in promoting and projecting a product. The contents of a kit, however, vary depending on the area where it is to be used and also amount set aside for the purpose.

Travel Magazine. A magazine which contains articles and other reading material devoted to all types of travel and tourism. The main objective of a travel magazine is promotion of tourism.

Travel Markets. Travel markets are areas which exist in populated localities whose individuals possess leisure, money and desire to visit areas foreign to their residence.

Trends in Tourism. Tourism and leisure are here to stay but if they are to progress they will need to adapt to demographic trends, to changes in fashion, changes in climate, changes in attitude. Destinations are being scrutinised by an increasingly sophisticated clientele the international traveller and by the conservations. The appreciation of countryside and wilderness, concern for conservation and the environment, will become much more important over the next decade.

Those who are aware of the changes afoot will waste no effort on fighting them but rather will look for marketing opportunities within them. Increasingly though developers of tourism product will need to apply the following criteria.

1. Is there a market?
2. It is viable economically?
3. Is its socially compatible?
4. Is it environmentally acceptable?

Troodos and Hill Resorts, Cyprus. In recent years there had been a period growth of international tourism to Cyprus, growth which had occurred almost entirely at the coast, while the Troodos mountain region, and the central hill resorts in particular, had not participated in this trend. The Cyprus government wished to diversify away from the predominantly beach based tourism which was being experienced. But at the same time it was concerned at fragmented and environmentally damaging development in the Troodos region.

A report, commissioned by the Commonwealth Secretariat in 1989 was prepared for the Cyprus Tourism Organisation assessing short and medium term objectives for the Troodos and hill resort areas. The study comprises a detailed review of all appropriate development factors and their interaction on the ecological, social and economic structure of the region. The study also addressed a number of the following sub-objectives:

Improvement of profitability and seasonality of existing accommodation units.

Improvement to the quality of the tourist product;

Marketing and promotion of the study area with a view to decongesting the coastal regions;

Identificaiton of investment opportunities.

During the course of our extensive research it was apparent that despite the existence of a variety of tourism access and activities, the environment of the mountain region had been adversely affected in recent years by two major factors. First,

the emigration of the rural population to coastal towns and the capital, Nicosia and, secondly, the improvement of access from the same towns into the mountain villages. The first factor had resulted in a decline in the standard of maintenance of the villages and the countryside, while the second factor had led to the development of second homes for urban wellers, and increase of facilities to cater for day trippers had resulted in environmental damage and a complete change in the character of the area.

Previous development proposals were highly ambitious and virtually none of them had been implemented, although they involved the investment of considerable sums of money. There was therefore a lack of both investment in tourism facilities and any defined physical or strategic framework against which projects could be assessed and, where appropriate, implemented.

The overall recommended strategy was to:

- Maintain and, where possible, restore the region's natural environment and traditional village character;
- Develop places of interest as attractions for international tourists;
- Develop facilities for domestic recreational visitors and day excursionists.

Creation of a readily definable image for the region was regarded as an important strategic consideration in order to increase competitiveness in the international tourism market place.

The recommended strategy was in our opinion consistent with market requirement and would also represent a means of encouraging conservation rather than conflicting with it. The strategy also was directed at the main geographical components of the Troodos and Hills regions. In summary, our strategy was to create a low-key, dispersed pattern of

development and to encourage a process of organic growth in tourism and recreation in a harmonious fashion, without conflicts arising either between different interest groups or the environment. The strategy was therefore evolutionary rather than revolutionary.

Main projects recommended as being necessary for realisation of the overall strategy included.

- Creation of a Troodos National Park;
- Encouragement of a new ski centre;
- Improvements to tourist information;
- Provision of an interpretation centre;
- General environment improvements;
- Implementations of a marketing promotion programme.

Threefold strengths arising from the implementation of our proposals would be:

- Economic
- Social
- Environmental

Principal benefits were likely to be environmental and, provided that tourism and recreation were allowed to develop in a controlled, orderly and dispersed fashion as recommended, the report anticipated that the suggested programme of activities would provide a major impetus to the preservation of the environment for future generations to enjoy.

The Cyprus government has implemented parts of the report, and still has other parts under consideration.

Tsatsiki. Greek dish of cucumber, mint and yoghurt.

Tub US large container filled with water to wash the whole body in (NOTE: GB English is bath).

Tumbler. Glass with a flat base and straight sides, used for serving water, etc.

Tun. Large barrel (for wine or beer).

Tuna. Large edible sea fish with dark pink flesh (NOTE: plural is tuna).

Tumip. Common vegetable, with a round white root, used mainly in soups and stews.

Tutti frutti. Italian ice cream with pieces of preserved fruit in it.

Two-sink. System for washing dishes by hand, with two sinks (the first with warm water for washing, the second with very hot water for rinsing).

Types of Travel Agencies. Travel agencies are of two kinds: one, the general services travel agency which undertakes all kinds and travelled business and two, specialised travel agencies specialising in business travel, conventions and conferences, incentive travel, outbound or inbound travel. Travel agencies can be further subdivided into wholesalers and retailers. But several of them combine both functions.

Typhus. noun one of several fevers caused by the Rickettsia bacterium, transmitted by fleas and lice.

U

UFTAA. At the world level, there is the Universal Federation of Travel Agents Associations (UFTAA). Travel Agents Associations of more than 75 countries, including India, are members of UFTAA. The world body represents the interests and view points of travel agents all over the world vis-a-vis organisations like IATA and IHA (International Hotels Association). UFTAA also provides training opportunities to travel agents who are members of this organisation.

There are some 400 IATA-appointed agencies in India. A few of them have a dozen or more offices all over the country and provide employment to a large number of educated young people. A travel agent tries to give full service to his clients - prepares their itineraries, issues tickets after necessary reservations, arranges passports and visas for international travellers, books hotels at the place or places to be visited by his clients, sells travel insurance and if requested, arranges cars on arrival at the destination. In fact, there is hardly anything which a travel agent cannot do for his client at the other end of the journey, provided the client is in the hands of an experienced travel agency.

Ugli. Citrus fruit similar to a grapefruit, but a little larger, of uneven shape and easy to peel.

UHT. = ULTRA HEAT TREATED.

Ultra heat treated milk (UHT milk). Milk which has been treated

by sterilizing at temperatures above 135°C, and then put aseptically into containers (it has a much longer shelf life than normal milk).

Universal Federation of Travel Agents Association (UFTAA).

Universal Federation of Travel Agents Association is an important organisation of the travel agents on a world-wide basis. The Federation was founded in Rome in November, 1966.

The Federation consists of the national travel agency association of over 74 countries which in turn represents more than 18,000 travel agencies from all over the world. The membership of the Federation is split into nine regions each covering a group of countries. UFTAA headquarters are located in Brussels, Belgium.

The aim of the Federation are as follows:

- (i) To act as the negotiating body with the various branches of tourism and travel industries on behalf of travel agents and in the interest of the public.
- (ii) To ensure for all travel agents through their national associations the maximum degree of cohesion and understanding, prestige and public recognition, advancement of member's interest and protection from legislation and from other legal points of view.
- (iii) To offer its members all the necessary material, professional and technical advice and assistance to enable them to take their proper place in the economy or world tourism.

Unaccompanied. Not going with a passenger; unaccompanied baggage must be checked in at the airport 24 hours in advance; there are three unaccompanied children on the flight; *unaccompanied minor (UM)* = person below the age of majority (18 or 21) travelling alone.

Unappetizing. (food) which does not look or smell or taste good

(NOTE: the opposite is appetizing).

Uncooked. Raw, not cooked.

Uncork. To take the cork out of (a bottle).

Undelivered. (letter, message) which has not been delivered.

Underbooked. (tour or flight) which does not have enough bookings.

Undercloth. Cloth (usually of baize) which covers a table before the tablecloth is put on.

Underdish. Flat dish on which another deeper dish is placed before serving.

Underpass. Place where one road goes under another.

Underplate. Flat plate on which another deeper dish is placed before serving (such as a plate under a soup plate or under a coffee cup and saucer).

Understaffed. adjective with not enough staff; service is slow because the restaurant is understaffed.

Underwater. Below the surface of the water.

Undeveloped. Which has not been built up with facilities for tourists; the island is still undeveloped.

Unfilled. Which has not been filled; we still have several unfilled places on the tour; unfilled room = hotel room which is still vacant at the end of the day.

Unfit. Not suitable; unfit for human consumption = (food) which must not be eaten by humans, and may only be suitable to give to animals.

Unleavened bread. Bread made without using a raising agent such as yeast (made in Mediterranean countries, and in India and Pakistan).

Unspoilt. (countryside) which has not been spoilt.

Untreated. Milk which has not been processed in any way.

Up. Not in bed; at breakfast time, the waitress still wasn't up.

Up-market. More expensive.

Urn. Tea urn or coffee urn = large container with a tap, in which tea or coffee can be prepared in advance and then kept hot.

UT = UNIVERSAL TIME.

UTC = UNIVERSAL TIME COORDINATED.

Utensil. Kitchen utensils = pans, knives, spoons, etc., used for work in the kitchen.

U- turn. Turn made by a vehicle on a road, so as to face in the opposite direction; he made a U-turn and went back to the hotel; U-turns are not allowed on motorways.

V

Vacationer. A person staying away from home for at least four nights on any one trip and may in some instances include tourists travelling for a combination of business and pleasure.

Valley. Long low area, usually with a river at the bottom, between hills or mountains.

Vanilla. Flavouring made from the seed pods of a tropical plant; vanilla ice cream.

Variety. Mixture of different sorts; there is a variety of different cereals for breakfast; variety show = entertainment which includes several different types of performer (such as singers, dancers, conjurors, ventriloquists, etc.); US variety meats = OFFAL.

VDQS. = VIN DELIMITE DE QUALITE SUPERIEURE.

Vegan. Strict vegetarian or (person) who eats only vegetables and fruit and no animal products like milk, fish, eggs or meat.

Veloute. Soup with a creamy texture.

Vermin. Insects or animals such as beetles, mice, etc. which are looked upon as pests by some people; see also PEST.

Vermouth. Type of strong wine flavoured with herbs.

Visa. Refers to an endorsement on the passport issued by the representative of a Government. The endorsement enables a person to travel to a country for which it is issued.

Visa, Entry. Refers to an endorsement on passport issued to persons who wish to visit a country for purposes of business, employment, permanent residence, profession, etc. Initially issued for a period of three months these are extendable to a further period of three months.

Visa, Tourist. Refers to an endorsement on passport issued to a person who wishes to visit a country as tourist. The visa is effective for a period of three months. Tourists must arrive within six months of the date of the issue of visa. The tourist can extend his stay for a further period of three months if he applies to the concerned authorities.

Visa, Transit. Refers to an endorsement on passport which is issued to a tourist whose destination is somewhere else and is passing across. Such visitors passing through a country en route to some other destination are granted Transit Visa on production of through tickets for the onward journey.

Visitor. Refers to any person visiting a country other than that in which he has his usual place of residence, for any reason than following an occupation remunerated from within the country visited.

Visitor-Plant. All accommodation, transport etc; parks, points of interest in a destination area.

Vinaigrette. French dressing, salad dressing made with oil, vinegar, salt and other flavourings.

Vinegar. Liquid made from sour wine or cider, used in cooking and for preserving food; red wine vinegar; cider vinegar.

Vino. Italian wine; vino di tavola = ordinary wine or table wine.

Vintage. (a) collecting grapes to make wine; grapes which are collected (b) fine wine made in a particular year; this is a very good vintage; what vintage is it? - it's a 1968; vintage wine or vintage port = fine or expensive old wine or port which was made in a particular year.

Vitamin. Essential nutrient usually needed in minute quantities for growth and health.

Vouchers. Documents issued by the tour operators in exchange for which travellers receive pre-paid accommodation, meals, sightseeing trips etc. Also referred to as coupons.

Vodka. (a) strong colourless alcohol distilled from grain, potatoes, etc. made originally in Russia and Poland (b) glass of this alcohol; two vodka and tonics, please.

Vulture. French (meaning 'car') a trolley for food in a restaurant.

Vol-au-vent. Small round case of pastry, usually filled with a savoury mixture, eaten hot or cold; mushroom vol-au-vent.

Vayudoot. Established on January 26, 1982, and financed partly by Air India and Indian Airlines, it is India's third-level carrier connecting relatively smaller and inaccessible places in the country. It uses 18-seater Dornier planes made in West Germany and Avros leased from Indian Airlines.

Vayudoot acquired the reputation of being the fastest growing airline in the world. At one time, it connected over 100 places within India, but now the places air-linked by Vayudoot have been reduced to 48 due to massive losses.

W

Water. Thin sweet biscuit eaten with ice cream.

Waffle. Type of thick crisp pancake cooked in an iron mould and eaten with syrup.

Wagon. goods truck used on the railway.

Wales. Tourist Board (WTB) organization which promotes tourism in Wales and promotes tourism to Wales from other parts of the UK.

Walnut. Hard round nut with a wrinkled shell; walnut oil = oil produced by crushing walnuts.

Wholefood. Food, grown naturally, which has not been given artificial fertilizers, and has not been processed; a wholefood diet is healthier than eating processed foods.

Wok. Chinese round-bottomed frying pan (used in stir-fry cooking).

Worcester. Sauce or Worcestershire sauce noun trademark for a bottled sauce, made of vinegar, herbs and spices; a tomato juice with a dash of Worcester sauce in it.

World. (a) the planet earth; world tour = tour which visits various countries in different parts of the world and goes round the world; round-the-world flight = flight which goes round the world, returning to the original departure airport; a round-the-world ticket allows several stopovers (b) people in

a particular business or people with a special interest; the world of big business; the world; the world of lawyers or the the legal world

WTB. = WALES TOURIST BOARD.

Y

Yacht. Sailing boat; boat used for pleasure and sport; yacht club = sailing club.

Yam. (a) thick tuber of a tropical plant (*Dioscorea*) (b) US = SWEET POTATO.

Yeast. Living fungus used to make bread and beer.

Yoghurt. Fermented milk usually eaten as a dessert; plain yoghurt noun fermented milk usually eaten as a dessert; plain yoghurt = yughurt without any sweetening or flavouring.

Yorkshire. Pudding noun mixture of eggs, flour and milk, cooked in the oven, the traditional accompaniment to roast beef.

Youth hostel. Building where young people may stay the night cheaply.

Z

Zip. code US letters and numbers used to indicate town or street in an address (NOTE: GB English is postcode).

Zone. 1 US area of a town or country (for administrative purposes); development zone or enterprise zone = area which has been given special help from the government to encourage businesses and factories to set up there; free trade zone = area where there are no customs duties 2 verb to divide (a town) into different areas for planning purposes; zoning regulations or US zoning ordinances = local bylaws which regulate the types of building and land use in a town.

Zwieback. US type of hard crumbly biscuit.

This dictionary has been compiled to include terms related directly or indirectly to tourism. The terms have been arranged in an alphabetical order. An attempt has been made to explain the terms in a simple language. This dictionary is an easy-to-use guide to the complexities of the tourism. This dictionary is especially useful for the students of tourism, and hotel industry.

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